

MINISTRY OF AGRICULTURE  
AND FOOD OF THE REPUBLIC OF BELARUS

EDUCATIONAL INSTITUTION  
"GRODNO STATE AGRARIAN  
UNIVERSITY"

PROGRAM  
COMPREHENSIVE STATE EXAM

by specialty  
1- 26 02 02 "Management"  
direction of the specialty  
1-26 02 02-07 "Management (information)"

Grodno, 2025

UDC 336 (073)  
BBK 65.261  
P 78

The program of the comprehensive exam is based on: the educational standard of higher education of the 1st stage in the specialty 1-26 02 02 "Management" (OSVO 1-26 02 02-2021), approved. Resolution of the Ministry of Education of the Republic of Belarus dated 11.08.2022 No. 246; curriculum No. 02-10 / 337-22 dated 10.05.2022; curricula in the disciplines: "Economics of organization (enterprise)" reg. No. UD-42-24 / uch. dated 04.07.2024; "Organization Management" reg. No. UD-126-20 / uch. dated 17.06.2020; "Cooperation and Integration of Organizations" reg. No. UD-61-21 / uch. from 04.07.2024; "Risk and Insurance Management" reg. No. UD-121-20/uch. from 17.06.2020; "Information Management" reg. No. UD-29-24/uch. from 04.07.2024.

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The program was reviewed and approved at a meeting of the Department of Management, Marketing and Law, protocol No. 5 dated January 28, 2025.

### **RECOMMENDED FOR APPROVAL**

The Methodological Commission of the Faculty of Economics and Accounting of the educational institution "Grodno State Agrarian University" (protocol No. 6 dated February 24 , 2025)

Scientific and Methodological Council of the Educational Institution "Grodno State Agrarian University"

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## EXPLANATORY NOTE

The state exam is a mandatory component of students' final assessment. The comprehensive state exam program for specialty 1-26 02 02 "Management" was developed in accordance with the requirements of the state educational standard for the first stage of higher education and the Rules for the assessment of students, cadets, and trainees in mastering the content of higher education programs.

The program of the comprehensive state examination defines and regulates the structure and content of the comprehensive state examination in the specialty 1-26 02 02 "Management".

The program of the comprehensive state examination includes the following academic disciplines: "Economics of the organization", "Management of the organization", as well as academic disciplines for the "Innovation" module: "Cooperation and integration of organizations", "Information management", "Risk and insurance management".

The comprehensive state examination is conducted at a meeting of the state examination commission.

The purpose of the comprehensive state examination in a specialty is to identify the competencies of a specialist, i.e., the theoretical knowledge and practical skills necessary to solve the theoretical and practical problems of a specialist with higher education.

The comprehensive state examination program is systematic, interdisciplinary, and aimed at identifying the graduate's general professional and specialized knowledge and skills.

The graduate must:

**know:**

- mechanism of enterprise functioning in conditions of changing economic environment;
- methods and ways of planning the organization's activities;
- methodological foundations for assessing the efficiency of the use of an organization's resources, its functioning and development;
- the main factors and mechanisms of organization management;
- institutional foundations of governance;
- the organization's management system, its structuring, interconnection and interdependence;
- Fundamentals of strategic management;
- the fundamentals of corporate culture and its role in the sustainable development of an organization;
- the possibilities of using information technologies in the process of managing the organization's activities;
- information and communication system of the organization;
- principles of managing information resources of an organization;

- basic provisions of the information law of the Republic of Belarus;
- the specifics of the activities of management personnel in the application of information technologies;
- terminology and scientific apparatus of risk management ;
- the essence, economic nature, types and forms of manifestation of economic risks;
- mechanisms and methods of risk management, possibilities of their application;
- causes and factors of risk emergence in the production and economic activities of the enterprise;
- methods for assessing risk-forming factors;
- risk management algorithm in the enterprise management system;
- various methods for identifying and assessing the degree of economic risks;
- the essence and methodology of risk management as a field of economic science;
- basic methods of risk analysis and reduction in various areas of economic activity.
- features of the functioning of various organizational and legal forms of cooperation and agro-industrial integration;
- history of the development of cooperation and agro-industrial integration;
- the prerequisites and mechanism of action of objective economic laws, as a result of which the agro-industrial complex is formed and functions, the essence of its technological, organizational and economic relationships;
- foreign experience in the development of cooperation and integration;
- directions, forms and principles of creation and functioning of various integrated formations in the product subcomplexes of the agro-industrial complex

**be able to:**

- develop and justify the organization's plans to ensure its effective current activities and development strategy;
- to evaluate the efficiency of the use of production resources and the activities of the organization;
- develop comprehensive economic justifications for making management decisions on the implementation of investment and innovation programs, taking into account risk factors and ensuring environmental safety of production;
- to form management systems of the organization;
- analyze factors of the external and internal environment of the organization;

- formulate a mission and justify strategic goals and objectives, build a goal tree; evaluate the organization's strategy;
- design the information structure of the organization;
- use information system lifecycle management tools;
- conduct an analysis of the effectiveness of investments in information technology;
- assess the expected risks of purchasing, implementing and operating information systems;
- analyze business situations in order to identify risks and their sources;
- make management decisions in conditions of instability of the economic system in order to achieve optimal results of the business entity's activities ;
- use a risk management algorithm in the enterprise management system;
- apply various methods for identifying and assessing the degree of economic risks;
- identify and classify risks;
- develop risk mitigation programs at the corporate level;
- apply risk management methodology to the study of production relations and economic phenomena in other areas of economic science.
- determine the economic efficiency of the activities of integration formations;
- analyze the economic situation in order to assess the possibility of creating various forms of cooperation and agro-industrial integration;
- identify and use reserves for increasing the efficiency of specific organizational forms of cooperation and integration.

**own:**

- understanding of the organization of enterprises of various forms of ownership and various organizational and legal forms;
- skills in assessing the effectiveness of the organization and its individual structural divisions;
- the ability to develop and justify the effectiveness of innovative and investment projects;
- methods for determining the organization's need for various types of productive resources;
- skills in determining the estimated value of an organization, the level of quality and competitiveness of products and the organization;
- understanding the essence of the work of specialists in the organizational and economic departments of an industrial enterprise;
- skills in implementing organizational changes and making management decisions;
- skills for implementation, evaluation and selection of the main

directions of development of the organization.

- methods for calculating the total cost of ownership of an information system;
- modern tools for organizing strategic and operational planning of the information system;
- methodology for selecting an information system for a specific application based on an analysis of the general properties, capabilities, and needs of a specific organization.
- skills in identifying and assessing risks.
- skills in comparative assessment of the effectiveness of cooperation in domestic and foreign practice;
- methods for determining the effectiveness of various forms of agro-industrial integration.

A specialist who has mastered the content of the educational program of higher education of the first level must possess the following universal competencies (hereinafter - UC):

UK-1. To master the basics of research activities, to search for, analyze and synthesize information;

UK-2. Solve standard professional tasks using information and communication technologies;

UK-3. Carry out communication in a foreign language to solve problems of interpersonal and intercultural interaction;

UK-4. Work in a team, tolerate social, ethnic, religious, cultural and other differences;

UK-5. Be capable of self-development and improvement in professional activities;

UK-6. Show initiative and adapt to changes in professional activities;

UK-7. Possess a humanistic worldview, qualities of civic responsibility and patriotism;

UK-8. Possess a modern culture of thinking, apply the fundamentals of philosophical knowledge in professional activities;

UK-9. Identify the factors and mechanisms of historical development, determine the social significance of historical events;

UK-10. Use language material in the professional field in the Belarusian language;

UK-11. Possess health-preserving skills .

A specialist who has mastered the content of the educational program of higher education of the first level must possess the following basic professional competencies (hereinafter - BPC):

BPK-1. Use basic mathematical concepts and computational methods to analyze and model economic processes;

BPK-2. Apply digital tools of text and graphic methods of presenting information for its presentation to stakeholders ;

BPC-3. Understand the motives of market economy participants' behavior, the specifics of economic processes in the Republic of Belarus and other countries, analyze economic information, and apply the acquired theoretical knowledge as a methodological basis for studying applied economic disciplines;

BPC-4. Understand the behavior of consumers and organizations in a market economy, pricing mechanisms in commodity and resource markets, conditions of general economic equilibrium, directions, instruments, and boundaries of state microeconomic policy, and apply theoretical knowledge to make optimal decisions in the context of economic choice;

BPC-5. Understand the mechanisms of functioning of aggregated markets and the instruments of budgetary, financial, tax and monetary policy, analyze macroeconomic processes occurring in the Republic of Belarus and other countries, evaluate the results of macroeconomic policy;

BPK-6. Apply basic methods of quantitative analysis, modeling and optimization of econometric models to solve management problems;

BPK-7. Apply the methodology for calculating and analyzing the main indicators of production and economic activity of an organization (enterprise) to make informed strategic, tactical and operational decisions on its (its) development;

BPK-8. Make management decisions and organize their implementation based on knowledge of the basic laws of management on a wide range of issues related to the activities of the organization;

BPK-9. Define development goals for the managed unit, develop measures to achieve them taking into account the motivational characteristics of personnel, master and implement innovations in management activities;

BPK-10. Apply basic methods of protecting the population from negative factors of anthropogenic, technogenic, and natural origin, principles of rational use of natural resources and energy conservation, and ensure healthy and safe working conditions.

## PROCEDURE FOR CONDUCTING THE STATE EXAM

The exam (students' answers and interviews with examinees ) is conducted in Russian or Belarusian, and in English for foreign students.

In preparation for the answer, examinees have the right to use the program of the comprehensive state examination, the curricula of the relevant academic disciplines included in the program of the comprehensive state examination, regulatory documents and codes of the Republic of Belarus.

Students are given at least 30 minutes (but no more than 1 astronomical hour) to prepare . Each examinee is given up to 30 minutes to answer.

### **Structure of the examination ticket**

The examination ticket consists of two parts: theoretical (3 questions) and practical (task), which allow you to evaluate the knowledge and practical skills acquired during the training process.

### **Characteristics of the theoretical part.**

The first question on the exam includes a question on the academic discipline "*Economics of Organization (Enterprise)*" , reflecting the fundamental laws of rational organization and implementation of production and commercial activities, the theoretical foundations of the functioning and interaction of business entities, the procedure for creating an enterprise, forms and methods of economic activity, analysis, management and transactions in the markets for resources, goods and services.

The second question on the exam includes a question on the academic discipline "*Organization Management*" , reflecting the fundamental theoretical aspects of the evolution and history of management thought and the latest management concepts, about the goals, resources and results of the organization's activities, functions and methods of management aimed at increasing the competitiveness of domestic enterprises and in accordance with state programs for increasing the competitiveness and innovative development of the economy of organizations in the republic.

The third question of the ticket includes a question on the academic disciplines of the "*Innovation*" module: "*Cooperation and integration of Organizations*" , including theoretical aspects of the interaction of enterprises, features of the industry structure and organizational forms of cooperation and integration in the production, processing and sale of products of various sub-complexes ; "*Information management*" , reflecting a set of management tasks in the field of creation and use of information resources, management of activities for the application of information technologies and information systems, features of managing capital investments in information technologies; "*Risk and Insurance Management*" , reflecting the concept and classification of risks, the system and process of risk management.

### **Characteristics of the practical part.**

The content of the practical part of the examination ticket corresponds to the practice-oriented questions of individual topics in the following academic disciplines: “Economics of an organization (enterprise)”, “Organization Management”, “Information Management”, “Risk and Insurance Management”, according to which the problem statement is formulated.

## ACADEMIC DISCIPLINE

### *"Economics of Organization (Enterprise)"*

#### **Section II. The organization's resource base and the efficiency of its use**

##### **Topic 2.1. Labor and the efficiency of its use**

The concept of labor and labor resources. Fundamentals of the labor market. Organizational personnel: essence, composition, and structure.

Indicators of labor force availability, staff turnover, and staff efficiency. Work time balance: essence and calculation procedure.

Labor productivity. Physical, cost, and labor methods for measuring labor productivity. Labor intensity, types of labor intensity, and areas of their effective application. Planning labor intensity and labor productivity: methods and calculation procedures.

Factors and main directions for increasing labor productivity in an organization (enterprise) and the mechanism for their implementation.

##### **Topic 2.2. Fixed production assets and their efficiency**

Fixed assets: essence, composition, structure, classification. Factors determining the structure of fixed assets.

Valuation of fixed assets: physical and cost. Types of valuation of fixed assets. Revaluation of fixed assets.

Depreciation: essence and types. Methods for assessing the physical and moral depreciation of fixed assets. The level of depreciation of fixed assets in organizations.

Depreciation: essence and purpose. Depreciation rates and calculation methods. Depreciation calculation methods (linear, nonlinear, and performance): their essence, economic evaluation, and scope of application.

Reproduction of fixed production assets: essence and forms. Indicators of the effectiveness of fixed asset renewal.

Leasing as a form of fixed asset renewal: essence and economic evaluation. Lease payment: calculation method and determining factors.

A system of indicators for the economic efficiency of using fixed assets in an organization. Key areas for improving the efficiency of using fixed assets in an organization.

##### **Topic 2.3. Working capital of an organization and the efficiency of its use**

The nature, composition, and structure of working capital. Classification of working capital. Circulation of working capital.

Working capital assets: essence, composition, and structure. Circulating

assets: essence, composition, and structure. The influence of industry characteristics on the structure of working capital.

Working capital rationing and planning: essence, purpose, and methods. Standards and norms for an organization's working capital. Methodological principles for determining the need for production inventories, work in progress, deferred expenses, and finished goods. Sources of working capital formation and their economic evaluation.

Working capital efficiency indicators. Factors influencing working capital efficiency. Ways to improve working capital efficiency.

#### **Topic 2.4. Material resources of the organization and the efficiency of their use**

Organizational material resources: concept, composition, structure: concept, composition, structure, classification. Production waste: ways to use and minimize it rationally.

Indicators of the level of utilization of material, raw materials, and fuel and energy resources. Planning and rationing of material resource consumption.

Factors and directions for improving the efficiency of material resource use. Resource and energy conservation activities of the organization.

The material and technical base of the organization, its composition and performance indicators.

### **Section III. Functioning of the Organization**

#### **Topic 3.5. Costs and prime cost of products, goods and services of the organization**

The economic content of production and sales costs. Organizational costs: nature and sources of coverage. Cost classification. Fixed and variable, direct and indirect costs. The impact of industry characteristics on the structure of production and sales costs.

Product cost: essence, classification, composition, and structure. Cost elements and their characteristics. Methods for calculating the cost of products and services. The procedure for calculating the cost of individual types of products and services of an organization . Cost estimates for production and sales of products: purpose and formation.

Factors and ways to reduce the cost of production of organizations .

#### **Topic 3.6. Organization's pricing system**

Price: concept, role, functions, and types. Pricing system. Factors influencing prices. Pricing principles and approaches. Fundamentals of free market pricing. Objectives of state pricing policy. Stages of price formation. Pricing mechanism. Pricing components. The essence of cost-based and market-based pricing.

### **Section V. Development of the Organization**

#### **Topic 5.6. Income, Profit, Profitability**

Income: essence and types. Methods for determining an organization's income . Factors influencing the amount of an organization's income.

The economic content of profit and its role in the organization's activities .  
Organizational profit: essence, types, functions, mechanisms of formation and use.

Methodology for calculating gross profit, profit from sales of products, profit from current activities, profit from investment, financial activities, and net profit.

Planning the financial results of an organization's activities. Ways to increase the organization's profits.

Profitability: essence, types, indicators, and calculation methods. The relationship of profitability indicators with other indicators of an organization's economic activity. Factors for increasing profitability.

#### ACADEMIC DISCIPLINE

#### *"Organization Management"*

**Topic 10.** Production Management: Production management as a subsystem and its role in the organization's management system. Goals, objectives, structure, and content of production management. The production process: characteristics, principles of rational organization, and types of production.

General and specific functions of production management. Just-in-time management and its application challenges. Management of auxiliary production and service facilities. Development of a production process management system.

### ACADEMIC DISCIPLINES OF THE "INNOVATION" MODULE

#### *Information Management*

#### *Risk and Insurance Management*

#### ACADEMIC DISCIPLINE

#### *"Organization Management"*

### **Topic 5. INVESTMENT MANAGEMENT IN INFORMATION TECHNOLOGIES**

*The concept of information technology and systems efficiency .* IT project quality. Organizational, social, economic, and functional efficiency of information technology and systems.

*Economic efficiency of information technologies and systems .* Approaches to determining the economic efficiency of IT and IS. Classification of methods for determining economic efficiency. Problems of determining the efficiency of information technologies and systems.

*Financial methods for assessing the economic efficiency of IT projects.* Evaluation of one-time costs for acquiring and implementing information systems. Total cost of ownership (TCO) model. Investment efficiency assessment (return on investment, internal rate of return, payback period, net present value, economic value added, cost-benefit analysis, etc.).

## ACADEMIC DISCIPLINE

### "Risk and insurance management "

**Topic 3.** Technology and methods of risk assessment: basics of identification and Business risk analysis. Qualitative and quantitative risk assessment. Determining acceptable risk. Business risk zones. Acceptable risk zone. Critical risk zone. Catastrophic risk zone. Business risk analysis methods. Statistical method. Ratio analysis method. Expert assessment method. Modeling a choice problem using a "decision tree".

**Topic 4.** Risk Management Tools: Types of Risk Management Methods and Their Characteristics. Risk Avoidance Methods: Refusing Unreliable Partners and Risky Projects, Insuring Business Risks, Finding Guarantors. Risk Localization Methods: Creating Venture Capital Enterprises, Creating Special Structural Units to Implement Risky Projects. Risk Dissipation Methods: Diversifying Activities and Business Zones, Sales and Supplies, Investments, Allocation of Responsibility Between Participants, and Risk Distribution Over Time. Risk Compensation Methods: Strategic Activity Planning, Forecasting the External Situation, Monitoring the Socioeconomic and Regulatory Environment, Creating a Reserve System, and Active Targeted Marketing. Characteristics of Risk Financing Methods. Risk Reduction Methods. Risk Transfer Methods.

**Topic 5.** Insurance in the risk management system of business entities: the concept and content of risk insurance. Types of insurance. Key indicators of insurance statistics. Frequency of insured events. Risk cumulation coefficient. Severity of damage. Damage coefficient. General indicators of insurance development: insurance field, insurance portfolio, reversal percentage , surrender value, level of compensation payments. Property insurance. Insurance of financial risks. Retaining the risk of possible losses in an organization. Self-insurance of risks of business entities. The essence of the risk self-insurance program and research on its implementation. Methods of reserving funds to cover possible losses. Reserve funds in the self-insurance program. Methods and sources of reserving. Risk transfer without insurance through contractual agreements. Components of risk transfer in contracts, agreements, agreements. Compensation for losses within contractual relationships.

## **CONTENTS OF THE STATE EXAM**

### **THEORETICAL PART**

#### **SECTION 1.**

#### **ACADEMIC DISCIPLINE**

#### **"Economics of Organization (Enterprise)"**

**Topic 1.3. The economic environment of an organization's functioning.**

## **State regulation of organizations' activities.**

The economic environment of an organization's functioning: essence, factors, and actors. Properties of the economic environment and their assessment. Key characteristics of the external and internal environment of an organization. A marketing approach to developing an organization's strategy and tactics .

The concept, purpose, objectives, principles, and mechanism of state regulation of the economy. The essence of monetary, foreign exchange, budgetary, foreign economic, social, environmental, and antimonopoly state policies. Domestic economic policy. Creation of a legislative and regulatory framework for economic activity and an infrastructure for the functioning of business entities. Regulation of the circulation of socially hazardous goods, products, and substances. Ensuring the social security of generally available goods and technological processes.

### **Topic 1.4. Characteristics and features of an organization. The process of creating an organization**

The concept of organization, goals and objectives of its creation and operation. Organization – the primary link in the economy. Key characteristics of an organization. Functions performed by an organization. Organizational structure.

Classification of organizations by various criteria: by type of ownership, industry affiliation, size, foreign capital participation, legal forms, etc. Life cycle of an organization.

Organizational and economic conditions for establishing an organization. Stages of establishing an organization. Procedure and methods for establishing an organization. Organizational structure of the enterprise and the procedure for forming the authorized capital.

### **Topic 1.5. Organizational and legal forms of organizations. Associations of organizations**

The organizational and legal framework for the establishment and operation of limited liability companies, additional liability companies, open joint-stock companies, closed joint-stock companies, production cooperatives, and unitary enterprises. Advantages and disadvantages of various organizational and legal forms of enterprises.

Organizational associations: types, goals, principles of creation, and challenges of ensuring effective functioning. Distinctive features of economic relationships in business associations, concerns, consortiums, holdings, financial-industrial groups, unions, cartels, syndicates, and trusts.

A cluster approach to economic development. The concept of a cluster. Organization within a cluster system.

### **Topic 1.6 Forms of social organization of production: concentration, specialization, cooperation, combination of production**

The nature, forms, and indicators of production concentration. The economic significance of production concentration. Mergers and acquisitions. Optimal production scale. Antitrust regulation. The economic efficiency of concentration:

factors and determination methods.

Production specialization: essence and forms. A system of indicators for the level and effectiveness of industrial enterprise specialization. Advantages and disadvantages of specialized organizations.

Cooperation and integration of production: essence and forms. Types of cooperative integration formations. Factors facilitating cooperation and the advantages of cooperative formations. Integration objectives, principles of forming integration structures. Effectiveness of cooperative integration processes. The current status and development prospects of integration processes.

Production integration: concept, types, and effectiveness. Integration as a way to increase organizational resilience in a market economy.

Familiarization with the essence, forms and indicators of concentration, specialization, cooperation, integration, combination, acquisition of practical skills in calculating indicators of the level and economic efficiency of specialization.

### **Topic 2.5. Intangible assets of an organization. Intellectual property**

The economic essence and classification of intangible assets of an enterprise. Accounting and reflection of intellectual property assets in the asset structure.

Composition and classification of intangible assets. Industrial property, copyright and related rights, and rights to use natural resources and property.

Valuation and amortization of intangible assets. Valuation methods: cost, market, and income.

Introduction to the concept of intangible assets, their composition and classification, mastering the methodology for assessing intangible assets and calculating their depreciation.

### **Topic 2.6. Scientific and technological potential of the organization and its development**

The scientific and technological potential of an organization and its components. Indicators of scientific and technological potential and an economic assessment of its effectiveness.

The main directions of development of the scientific and technological potential of the organization.

#### **Topic 5.1. Innovations and innovative activities of the organization**

Innovation: essence and classification. Innovative activities of an organization. Characteristics of the innovation process and its stages. Innovative projects: rationale, methods, and selection criteria.

Formation of an organization's innovation strategy . The impact of an organization's innovation strategy on the competitiveness of its products and the organization.

Concept and elements of innovation infrastructure.

State regulation of innovation. Main areas of innovation.

#### **Topic 5.2. Investments and investment activities of the organization**

Investments: essence, composition, and structure. Objects and subjects of investment. Sources of investment financing. Investment classification. Capital

investments: characteristics, composition, and structure (reproduction, technological, sectoral). Indicators for improving the efficiency of capital investment use.

Investment activities of an organization . Concepts of investment strategy and program, investment portfolio. Investment decisions and principles of their adoption. State regulation of investment activities of an organization. Investment policy.

Investment projects: concept, types, and classification. Evaluating investment project effectiveness. Methods for determining net present value, return on investment (profitability) index, internal rate of return, and payback periods (simple and dynamic). Investment project sensitivity to risks.

Current state and ways to improve the efficiency of investment activities in an organization (enterprise).

### **Topic 5.3. Quality, technical standards and product certification**

The essence of product quality. Factors determining product quality.

Quality metrics system: general and differentiated. Methods for assessing product quality. Product quality control in an organization (enterprise).

Product quality management in organizations (enterprises). Stimulating product quality improvement.

Quality system. Principles of building a quality system in accordance with international standards. Certification of quality systems and products. Performance indicators of quality systems.

The influence of product quality level on the economic development of the organization.

### **Topic 5.4. Competitiveness of the organization's products**

Product competitiveness: essence and indicators. Factors determining product competitiveness. Methods for assessing product competitiveness: direct and indirect, calculation, expert, matrix, graphical, and combined methods, etc.

Competitiveness of an organization and its relationship with the competitiveness of its products. External and internal factors of an organization's competitiveness. Methods for assessing an organization's competitiveness: integral; based on a comparison of the competitiveness indicators of specific products of enterprises in a specific market; based on a comparison of the ratios of the competitiveness of an enterprise's products and its market share.

Competitive strategies of an organization. The concept of a market niche. Types of competitive strategies.

Key areas for improving the competitiveness of products and organizations.

### **Topic 5.5. Enterprise restructuring**

Approaches to the concept of "restructuring." Directions for enterprise restructuring. Expanding an organization's scope of activity: mergers, acquisitions, mergers, consolidations, asset purchases, joint ventures, and asset rentals and leasing. Reducing an organization's scope of activity: division, spin-off, asset sale, equity reduction, asset leasing, subsidiary creation, transfer, mothballing, and asset

liquidation.

Changes to the production and organizational structure of an enterprise, including key elements. Restructuring through changes in the composition and ownership structure of capital (assets and liabilities) and corporate control.

A systems approach to restructuring: hierarchy of tasks. Evolutionary restructuring. Sequence of restructuring activities. Project sections. Risks of the procedure and their prevention.

#### **Topic 5.7. Organization valuation**

Organizational valuation: economic essence, types, and components. Features of an organization's real estate valuation . Characteristics of economic situations requiring an organization's valuation. Business valuation: economic essence and distinctive features.

Dividend policy and its impact on the development of the organization.

Methods for assessing the value of an organization: characteristics, advantages, disadvantages and application features.

#### **Topic 5.8. Assessment of the financial condition of the organization**

The composition and structure of an organization's balance sheet. The company's long-term and current assets. The composition of the organization's equity, long-term and current liabilities.

A system of indicators characterizing the financial condition of an organization.

Methodology for determining indicators of solvency, liquidity, and business activity.

## **SECTION 2.**

### **ACADEMIC DISCIPLINE**

#### **«Organization management»**

#### **Topic 1. Organization as an object of socio-economic management. Evolution of theories**

Organizational theory and its place in the system of scientific knowledge. The evolution of organizational and management forms. Organizational models and key theories: classical, administrative, bureaucratic, Gulik-Urvik organizational theory, Glasper's theory , situational theories, organizational potential theory, human relations theory, and contemporary theoretical developments. The concept of "Organization" and research approaches.

#### **Topic 2. Typology of organizations**

Typology of organizations and approaches to classification. Formal and informal organizations. Types of business organizations. The nature and characteristics of commercial and non-profit organizations. Organizational forms of business and their distinctive features. Modern forms of integration and cooperation of organizations.

#### **Topic 3. Institutional foundations of organizational management**

Organizational management system: methodology, process, structure, techniques, and management technology. Laws of organization and their structural systematization. Law of synergy. Law of self-preservation. Law of development. Law of awareness. Law of the unity of analysis and synthesis. Law of composition and proportionality. Laws of social organization. Concepts of organizational management. Selecting a management model. Basic conceptual provisions of the management system in a market economy.

#### **Topic 4. A systems approach to organization**

Formation of systemic concepts. Fundamental concepts of systems theory. Classification and properties of systems. Organization as an open system. The external and internal environments of an organization and their main elements. Goals and objectives of an organization as elements of its internal environment. Methods of external environment analysis. Current trends in the development of the external environment in the Republic of Belarus.

Self-organization and self-management: types, principles, basic elements, and relationship patterns. Organization as a socio-economic system: stages and directions of development.

#### **Topic 5. Organizational structures**

Subjects and objects of organizational activity. Organizational relations, their typology and schemes.

The essence and purpose of organizational management structure. Bureaucracy and departmentalization. The evolution of systems. Centralization and decentralization. Mechanical and organic management structures: distinctive features, advantages, and disadvantages.

The process of forming an organizational structure. Basic design methods. Evaluating the effectiveness of organizational projects. Adjusting organizational structures.

#### **Topic 6. Organizational Management Information System**

Office work and documentation support. Types of documents and their classification. Unification and standardization of documents. Document forms. The system of organizational and administrative documentation: general characteristics and design features. Information and reference documents: preparation features, mandatory details. Personnel documents: types and design features. Document management: functions of the chancery and archive. Operational storage of files. Use of modern information technology in office work.

#### **Topic 7. Corporate culture of the organization**

The concept of corporate culture, its models, structures, and functions. Subcultures within an organization. Corporate culture assessment: stages and tools. Diagnostic methods: developing frameworks and assessing criteria. Building a strategically necessary corporate culture and assessing necessary changes. Corporate culture management: formation, maintenance, modification, and formalization. Corporate ethics as an element of corporate culture. Professional ethics and business ethics.

## **Topic 8. Values of post-industrial development and the mechanism for their implementation**

Key areas of research in modern society. Characteristics of post-economic society. Transformation of production relations. Social structure of post-industrial society. The role of the individual in the modern organization: the evolution of motivational relationships.

## **Topic 9. Motivational relations of the organization**

Siegert and Lang's motivation criteria . Employee remuneration. Evaluation of the effectiveness of the motivation system in the organization. Possibilities of adjusting motivational potential. Variability in the use of motivational factors. Delegation and motivation. Motivation and projection. Motivation and expectations. Motivation and time. Motivation and the group. Motivation and corporate culture. Self-motivation and its development. Self-management . Career planning and determining potential, significant competencies and development motivators . Demotivational situations and finding ways to overcome them. Additional sources of motivation. Motivational events.

## **Topic 10. Production Management**

Production management as a subsystem and its role in the organization's management system. Goals, objectives, structure, and content of production management. The production process: characteristics, principles of rational organization, and types of production.

General and specific functions of production management. Just-in-time management and its application challenges. Management of auxiliary production and service facilities. Development of a production process management system.

## **Topic 11. Strategic management and marketing policy of the organization**

The concept and stages of an organization's life cycle. Specific aspects of marketing management. Marketing control and its types. Marketing audit. Marketing planning. Marketing effectiveness evaluation methods. Fundamentals of enterprise management concepts in a market economy.

Development strategy: basic concepts and components. The process, stages, and model of strategic management. The evolution of management systems as a response to environmental changes. Strategic and emergency operational measures. Reactive, proactive, and planned management procedures. Managing strategic objectives. The mission and goals of the organization.

Organizational development strategies and their selection. The strategy development process. Strategic portfolio management. The concept and elements of an enterprise's strategic potential. Strategic position and the factors determining it. Organizational strategies.

The concept, essence, and stages of strategic planning. Objectives and stages of the strategy implementation process. Types of change and methods for implementing transformations.

National Strategy for Socio-Economic Development of the Republic of

Belarus.

### **Topic 12. Anti-crisis system of organization**

The concept of crisis and anti-crisis management. Economic crises and their causes. Cyclical economic development. Stages of crisis processes. Classification of crises. Consequences of a crisis. Objectives and forms of anti-crisis management. Principles, stages, and functions of the anti-crisis management system.

Risks in crisis management. Anti-crisis measures when bankruptcy is imminent. Measures to bring an enterprise out of crisis. The concept of financial recovery of enterprises in bankruptcy. Investment analysis as an element of crisis management. The concept of reorganization and its role in crisis management. The concept of restructuring.

General characteristics of the national insolvency (bankruptcy) system in the Republic of Belarus. Characteristics of bankruptcy procedures provided by law. Specific features of bankruptcy in the Republic of Belarus for certain categories of debtors. International experience in crisis management.

## **SECTION 3.** **INNOVATIONS MODULE**

### **ACADEMIC DISCIPLINE**

#### **"Cooperation and integration of organizations"**

##### **Topic 1.1 Theoretical foundations of cooperation**

Objective prerequisites for the development of cooperation as a specific form of division of labor. The role of scientific and technological progress in deepening the division of labor and developing integration processes in agriculture and processing industries. The relationship and mutual influence of specialization and cooperation. Types and principles of cooperation. Subject, method, and objectives of the course.

##### **Topic 1.2 Theoretical foundations of integration**

Agro-industrial integration as a type of vertical cooperation. The concept of agro-industrial integration. Production and economic ties between agriculture and related sectors of the agro-industrial complex. Types and forms of agro-industrial integration. Conditions and factors influencing the development of agro-industrial integration. Areas of agro-industrial integration.

##### **Topic 1.3 History of the doctrine of cooperation**

The historical roots of cooperation. Cooperation as a universal property of the natural world and human society in the theories of philosophers, sociologists, and economists. The emergence and creation of the first cooperatives abroad. The role of cooperation in Russia. The contribution of Russian scholars to the development of the cooperative movement and social restructuring in Russia, and the essence of their views.

#### **Topic 1.4 AIC as an object of inter-industry relations**

The agro-industrial complex as the highest form of organizational and technological unity of interconnected industries, its essence and functions. Objective prerequisites and factors of the formation of the agro-industrial complex. Location and specialization of production. Concentration of production. Industrialization of agricultural production. The concept of the structure of the agro-industrial complex. The essence of the functional structure of the agro-industrial complex. The concept of the sectoral structure of the agro-industrial complex. Sectoral composition of the spheres of the agro-industrial complex. Territorial and product structure of the agro-industrial complex and the criteria for its identification. The concept of production and social infrastructure.

#### **Topic 2.1 Organizational forms of cooperation and integration in the production and processing of agricultural products**

The concept of agro-industrial enterprises, the mechanism of their creation and functioning. The concept of an agro-industrial association, the procedure for creation and management of its activities. The procedure and principles for the creation of agro-industrial complexes and the participation in their activities of agricultural, processing and other enterprises of the agro-industrial complex. State associations, the purpose and principles of creation. Participants in state associations. Concern. The concept of a concern. The mechanism of creation, purpose, tasks. Areas of activity of concerns. Organizational and legal forms of enterprises that are part of a concern. Association (union). The essence of an association (union).

#### **Topic 2.2 Formation and development of holdings in the Republic of Belarus**

The essence and characteristics of a holding company. Holding company registration procedures. Structure. Classification. Distinctions between a holding company and similar associations. Advantages of creating holding companies.

#### **Topic 2.3 Basics of the creation and functioning of cooperatives abroad**

The concept of cooperative activity and the cooperative. Characteristics of a cooperative enterprise. Principles of cooperative activity abroad. Classification of cooperatives. Organizational steps for creating cooperatives. Cooperative management system. Methods of cooperative economic activity, the mechanism for purchasing products and settling accounts with cooperative members, and accounting for product deliveries. Principles of cooperative financing, control over investments and capital use.

#### **Topic 3.1 Sectoral structure and integration relationships of bakery enterprises subcomplex**

The importance of the subcomplex for the national economy of Belarus and its role in shaping the food market. The industries and enterprises comprising each subcomplex in the republic and the organizational and technological relationships between them in the flow of products from field to consumer. The current state of the subcomplex and trends in its production in the republic. The status and challenges of the subcomplex's food industries.

### **Topic 3.2 Industry structure and integration relationships of potato product enterprises subcomplex**

The importance of potato products Subcomplex for the republic's economy. The subcomplex's sectoral composition and the level of development of its individual areas and components. The organizational and technological connections of subcomplex enterprises in the product distribution chain to the consumer. The current state of the subcomplex , trends in crop placement and potato production by farm category.

### **Topic 3.3 Industry structure and integration relationships of sugar beet enterprises subcomplex**

The importance of the sugar beet subcomplex for the Belarusian economy and its impact on the development of other food subcomplexes . The sectoral composition of the sugar beet subcomplex and the current status of its individual sectors and components. The nature of the organizational and technological relationships among enterprises within the sugar beet subcomplex , its current level of development, and challenges for its future operation.

### **Topic 3.4 Sectoral structure and integration relationships of fruit and vegetable enterprises subcomplex**

The importance of the fruit and vegetable canning subcomplex in shaping a rational diet for the republic's population and creating a domestic food market. Sectoral composition of the republic's fruit and vegetable canning subcomplex and its organizational and technological connections. Characteristics of the fruit and vegetable production and processing sector.

### **Topic 3.5 Industry structure and integration relationships of oil and fat enterprises subcomplex**

The importance and sectoral composition of the oil and fat subcomplex , its characteristics, and intra- and inter-industry production and technological links. The state of oilseed production in the republic and its processing facilities.

### **Topic 3.6 Industry structure and integration relationships of meat enterprises subcomplex**

The importance of the meat sub-complex for the republic's economy, factors and conditions determining its leading place in the agro-industrial complex. The sectoral composition of the spheres and links of the meat Subcomplexes and their characteristics. Organizational and production-technological links between subcomplex enterprises along the product supply chain to the consumer. Current state of development of the meat subcomplex .

### **Topic 3.7 Industry structure and integration relationships of dairy enterprises subcomplex**

The dairy subcomplex as one of the leading food subcomplexes of the Belarusian agro-industrial complex, its importance in the republic's economy, and its role in shaping the food market. The sectoral composition of the spheres and links of the dairy subcomplexes and their characteristics. Organizational and production-technological links between dairy enterprises Subcomplex . The current

state of the republic's dairy subcomplex and its assessment by farm category.

## ACADEMIC DISCIPLINE

### **"Organization Management"**

#### **Topic 1. Basic concepts and provisions of information management**

Introduction to information management. The concept of information management. The tasks and challenges of information management. The history and development trends of information management. The importance and role of information management in modern society.

Basic concepts. Data, information, knowledge. Information technology. Information society. Information system. Classification of information systems. Information resources. Creation and development of an enterprise information system.

Knowledge management in the enterprise. Knowledge in the enterprise. The concept of knowledge management. Knowledge economics. Knowledge management system. Knowledge management models. Problems of implementing knowledge management systems.

Information management and personnel management. Enterprise information culture. Corporate culture.

Protecting information resources. The essence of information security. Methods of hacking information systems. Security policy. Assessing system security.

#### **Topic 2. Information Infrastructure Management**

Enterprise informatization. Information needs of businesses and personnel. Enterprise informatization models. The evolution of enterprise informatization.

The IT service of an organization. The place of the IT service in the organizational management structure of the organization. The concept of IT service. Parameters for assessing the quality of IT service. The main functions of the IT service. Basic organizational structures of the IT service.

Approaches and methodologies to IT service management. Key approaches to IT service management. Process-based approaches. Project-based approaches. COBIT methodology. ITSM concepts and ITIL library.

Risk management in IT. Modern risk management concepts in the IT sector. Risk assessment methods and software.

#### **Topic 3. IT Project Management**

IT Project Management. The Concept of a Project. Main Types of IT Projects and Their Features. Basic Project Management Principles.

RMBOK Management.

Key software development models and methodologies. Software life cycle . Key software life cycle models: waterfall , iterative, and spiral. Formal and adaptive software development methodologies . Agile concept . SCRUM, Kanban , and eXtreme methodologies. Programming , RUP.

#### **Topic 4. Use of information systems in the enterprise**

Corporate information systems (CIS). The concept of CIS. Requirements for CIS. Standards regulating the functionality of CIS.

MPS Volume Scheduling Standard. MPS System Functional Diagram . Statistical Inventory Control. Product Specification Presentation Methods.

Material Requirements Planning (MRP) standard.

MRP II production resource planning standard. Main modules of the MRP II system. MRP II system operating algorithm. Hierarchical organization of plans in the MRP II system.

Enterprise resource planning (ERP) standard. Features of ERP systems. Functional modules of ERP systems. Main advantages and disadvantages of ERP systems.

Information systems in enterprise management. CRM concept. Standard resource planning in collaboration with the CSRP buyer. Purpose and features of EMM, EDMS, ECM, PLM, GIS, EAM, MES, WMS, SCM, HRM, and other systems. Business intelligence systems .

The essence of the ERP II concept.

Evolution of the EIS. Trends in the development of corporate information systems.

Implementing a CIS at an enterprise. Specific aspects of CIS implementation at an enterprise. Stages of CIS implementation. Strategies and methods for implementing a CIS. Selecting a CIS. The market for popular CIS. Reasons for CIS implementation failure. Examples of CIS implementation at enterprises in the Republic of Belarus.

### **Topic 5. Management of capital investments in information technology**

Implementation of information technologies and systems as an investment project. Project development: in-house development and consulting.

The concept of information technology and systems efficiency. IT project quality. Organizational, social, economic, and functional efficiency of information technology and systems.

Economic efficiency of information technologies and systems. Approaches to determining the economic efficiency of IT and IS. Classification of methods for determining economic efficiency. Problems of determining the efficiency of information technologies and systems.

Financial methods for assessing the economic efficiency of IT projects. Evaluation of one-time costs for acquiring and implementing information systems. Total cost of ownership (TCO) model. Investment efficiency assessment (return on investment, internal rate of return, payback period, net present value, economic value added, cost-benefit analysis, etc.).

Qualitative methods for assessing the economic efficiency of IT projects. Information economics (IE). Balanced scorecard (BSC, BITS). Asset portfolio management.

Probabilistic Methods for Assessing the Economic Efficiency of IT Projects. Fair Pricing of Options. Applied Information Economics

Planning in an information systems environment. The essence of the planning process in an information systems environment. Planning goals and objectives. Fundamentals of strategic planning in an information systems environment.

Pricing of IT products. Information as a commodity. Characteristics and features of information as a commodity. Information as an object, means, and result of labor. Information products and services. The information market. Pricing features in the IT sector.

### **Topic 6. Information management and public relations**

The Concept and Functions of PR Promotion. The Concept of Public Relations. History The emergence of public relations. Promotion of a product or service, the place of PR in its planning. The main goal of PR promotion.

Technologies and methods of working with the media. Fundamentals of media relations . The concept of media relations . Forms of media relations . A system of regularly informing the media about the activities of a PR entity. Media monitoring. The main functions of corporate media. The nature and technologies of newsmaking .

PR technologies and methods . Special events. Classification of special events. Sponsorship and fundraising technologies .

Features of PR on the Internet.

## ACADEMIC DISCIPLINE

### «Risk and insurance management»

#### **Topic 1. Risks in the production and economic activities of an organization**

The concept and types of situational uncertainty. Distinction between risk and uncertainty. Definition of the concepts of "risk" and "business risk." The nature, properties, and characteristics of risk. Levels of manifestation of risk situations.

Systematization and classification of risks. General risk categories. A system of risks in economic activity by groups, types, subtypes, and their substantive characteristics.

Classification of business risks based on the causes that give rise to risky situations. Classification of business risks by the nature of their consequences. Classification of business risks by time of occurrence. Classification of business risks by factors of occurrence. Classification of business risks by area of occurrence.

Commercial risks. Financial risks. Production risks.

#### **Topic 2. Risk management as a management system**

Key elements of an effective risk management system. Risk management policy. Risk management procedures and algorithms. Risk management systems.

Objects of economic risk. Subjects of economic risk.

Elements of business risk and their manifestations. The essence and content of business risk, reflected through its elements. Specific elements of business risk.

The essence of risk management. Stages of risk management.

Basic rules of risk management .

### **Topic 3. Technology and methods of risk assessment**

Fundamentals of business risk identification and analysis. Qualitative and quantitative risk assessment.

Definition of acceptable risk. Business risk zones. Acceptable risk zone. Critical risk zone. Catastrophic risk zone.

Methods of business risk analysis Statistical method. Method of coefficient analysis. Method of expert assessments. Modeling of the choice problem using a "decision tree".

### **Topic 4. Risk management tools**

Types of risk management methods and their characteristics.

Risk avoidance methods: refusing unreliable partners and risky projects, insuring against business risks, searching for guarantors.

Risk localization methods: creation of venture enterprises, creation of special structural divisions for the implementation of risky projects.

Risk dissipation methods: diversification of activities and business zones, sales and supplies, investments, distribution of responsibility between participants, distribution of risk over time.

Risk compensation methods: strategic planning of activities, forecasting of the external environment, monitoring of the socio-economic and regulatory environment, creation of a reserve system, active targeted marketing.

Characteristics of risk financing methods.

Risk reduction methods.

Risk transfer methods.

### **Topic 5. Insurance in the risk management system of business entities**

The concept and content of risk insurance. Types of insurance.

Key indicators of insurance statistics. Frequency of insurance claims. Risk cumulation coefficient. Severity of damage. Damage coefficient.

General indicators of insurance development: insurance field, insurance portfolio, reversal percentage , surrender value, level of compensation payments

Property insurance.

Financial risk insurance.

Retaining the risk of potential losses within an organization. Self-insurance of risks by business entities. The essence of a risk self-insurance program and research on its implementation.

Methods of reserving funds to cover possible losses. Reserve funds in a self-insurance program. Methods and sources of reserving.

Risk transfer without insurance through contractual agreements. Components of risk transfer in agreements, contracts, and arrangements. Compensation for losses within contractual relationships.

Risk transfer through options and futures contracts

### **Topic 6. Making and monitoring decisions in risk management**

Criteria for determining optimality under uncertainty. Laplace criterion. Wald

criterion. Savage criterion . Hurwitz criterion.

Economic criteria for assessing risk management effectiveness. Analysis of the economic efficiency of insurance and self-insurance.

### **Topic 7. Setting up risk management in an organization**

Risk Management Service Structure. Key organizational aspects of risk management structure formation. Organizational chart of the risk management unit.

Control and responsibility in risk management. Control objectives in risk management. Single-step and process-based control. Prerequisites for responsibility in risky environments. Levels of risk manager responsibility.

Approaches to assessing the effectiveness of risk management measures. General approaches to assessing the effectiveness of risk management methods.

## **THE DISCIPLINE QUESTIONS OF THE STATE EXAM**

### **ACADEMIC DISCIPLINE**

#### **"Economics of Organization (Enterprise)"**

1. Organization: concept, characteristics, structure, and approaches to classification. Organization life cycle.

2. Human resources of an organization (enterprise): essence, composition, and structure. Indicators of staff availability and turnover.

3. Efficiency of using the organization's (enterprise's) labor resources and directions for its improvement.

4. Fixed assets of an organization (enterprise): essence, composition, and structure. Physical and monetary valuation of fixed assets.

5. Physical and moral depreciation of fixed assets of an organization (enterprise).

6. Depreciation of fixed assets of an organization (enterprise): essence and methods of calculating depreciation.

7. Reproduction of fixed production assets of an organization (enterprise): essence and forms. Indicators of the effectiveness of fixed asset renewal.

8. Efficiency of using fixed assets of the organization (enterprise) and directions for its improvement.

9. Working capital of an organization (enterprise): essence, composition and structure.

10. Standardization and planning of working capital of an enterprise (organization).

11. Efficiency of using working capital of an organization (enterprise) and directions for its improvement.

12. Intangible assets of an organization (enterprise) and the efficiency of their use.

13. Material resources of an organization (enterprise): essence, composition, and structure. Standardization of material resource consumption.

14. Efficiency of use of material resources of an organization (enterprise) and directions for its improvement.
15. Production specialization: essence and forms. System of performance and efficiency indicators.
16. The nature and forms of production concentration. Economic efficiency of concentration: factors and determination methods.
17. Combining production: concept, types and indicators of economic efficiency.
18. Scientific and technological potential of the organization: assessment indicators and development directions.
19. Organizational pricing system. Concept, functions, and types of prices.
20. Costs and production costs of products, works and services of an organization (enterprise).
21. Innovations and innovative activities of an organization (enterprise).
22. Investments and investment activities of the organization (enterprise).
23. Quality and certification of products of an organization (enterprise).
24. Restructuring of an organization (enterprise): essence and directions
25. Competitiveness of products and organizations (enterprises).
26. Valuation of organizations (enterprises).
27. Income, profit and profitability of production.
28. Assessment of the financial condition of an organization (enterprise).
29. State regulation of the activities of organizations (enterprises)
30. Organizational and legal forms of organizations. Associations of organizations

#### ACADEMIC DISCIPLINE

#### «Organization management»

1. Production process: concept, elements, classification. Principles of production organization.
2. The concept of production type. Mass, serial, and single-unit production.
3. Classification of management decisions and their effectiveness. Technology and methods of making management decisions.
4. Individual and team in the production management system.
5. Production capacity: concept and types. Definition of production capacity.
6. Production program and control of its implementation at the enterprise.
7. Approaches to the classification of management methods
8. Economic methods of management – essence, elements of influence
9. Organizational and administrative methods of management - essence, elements of influence
10. Social and psychological methods of management – essence, elements of influence

11. General concepts of systems, features, properties, classification
12. Organization as an open system. Components of the external environment
13. Organization as an open system. Components of the internal environment
14. The essence, purpose and types of management structures,
15. Mechanical management structures: advantages and disadvantages of linear and functional structures
16. Mechanical management structures: advantages of linear-functional and divisional structures
17. Organic management structures: matrix, project, venture
18. The concept of corporate culture, its models, structures and functions
19. Corporate Culture Assessment: Stages and Tools
20. Corporate Culture Management: Formation, Maintenance, Change, Formalization
21. Distinctive features of strategic and tactical management.
22. Model of strategic management mechanism, its elements.
23. SWOT analysis: the essence of the methodology.
24. The concept of "strategy" and its main elements.
25. Economic strategy and its components.
26. Portfolio, business and functional strategies.
27. Benchmark strategies for targeted reduction.
28. Benchmark growth strategies.
29. Basic strategies for competitive advantage.
30. The concept of crisis and anti-crisis management. Classification of crises.

## **INNOVATIONS MODULE**

### **ACADEMIC DISCIPLINE**

#### **"Cooperation and integration of organizations"**

1. The essence of cooperation and agro-industrial integration.
2. Inter-farm cooperation and directions of its development.
3. Features of functioning of agro-industrial enterprises.
4. Features of the functioning of holdings in the Republic of Belarus.
5. Features of the functioning of concerns in the Republic of Belarus.
6. Features of the functioning of associations.
7. Industry structure and organizational forms of cooperation in the production, processing and sale of grain products subcomplex .
8. Industry structure and organizational forms of cooperation in the production, processing and sale of sugar beet products subcomplex .
9. Industry structure and organizational forms of cooperation in the production, processing and sale of oil and fat products subcomplex .
10. Industry structure and organizational forms of cooperation in the production, processing and sale of meat and dairy products subcomplex .

### **ACADEMIC DISCIPLINE**

### **"Organization Management"**

1. The concept of information management
2. Basic concepts of information resources and information systems
3. Formation of organizational knowledge in the information management system
4. Information as a commodity
5. Corporate culture as an infrastructural resource of an enterprise
6. Measures to ensure the security of information resources
7. Standardization in the field of corporate information systems
8. Requirements for corporate information systems
9. The concept of information systems efficiency
10. Information culture of the enterprise

### ACADEMIC DISCIPLINE

#### **«Risk and insurance management»**

1. The concept and types of uncertainty. The main causes of uncertainty. The relationship between uncertainty and risk in entrepreneurial activity.
2. Concept and classification of business risks. Characteristics of the main types of risks.
3. The risk management process at the enterprise, characteristics of its stages.
4. Assessment and analysis of risks of the organization's economic activities
5. Determination of the acceptable level of risk boundaries.
6. Quantitative methods of risk assessment.
7. Expert methods of risk assessment.
8. Statistical methods of risk assessment.
9. Classification and characteristics of risk management methods.
10. Insurance and self-insurance of organizational risks.

## **INFORMATION AND METHODOLOGICAL PART**

### ACADEMIC DISCIPLINE

#### **"Economics of Organization (Enterprise)"**

##### **Main literature:**

1. Volodko, O.V. Economics of the organization: a textbook / O. V. Volodko, R.N. Grabar, T.V. Zglyuy ; edited by O.V. Volodko. - Higher School, 2017. - 396 p.
2. Golovachev, A.S. Economics of the organization (enterprise): a textbook / A. S. Golovachev. - Higher School, 2015. - 686 p.
3. Krum , E.V. Economics of the enterprise: [a training manual for students of the system of advanced training and retraining of personnel in economic specialties] / E.V. Krum . - TetraSystems , 2013. - 192 p.

4. Economy of enterprises and branches of the agro-industrial complex: textbook for students majoring in "Economics and management at the enterprise" / Leshchilovsky P.V. [et al.]; edited by: Leshchilovsky P.V., V.S. Tonkovich , A.V. Mozol. - BGEU, 2007. - 574 p.

5. A set of electronic documents for combined distribution on the subject "Economics of the organization" [Electronic resource]: educational and methodological complex / Educational Institution "Grodno State Agrarian University", Department of Economics of the AIC. - GSAU, 2016. - 1 electronic wholesale . disk (CD-ROM)

#### **Further reading:**

1. Zhudro , M. Economy of agro-industrial complex organizations: textbook . p special for students of higher educational institutions / M.K. Zhudro . - Minsk: Information and Communication Center of the Ministry of Finance, 2010. - 616 p.

2. Golovachev, A.S. Competitiveness of an organization: [a textbook for students of higher education institutions majoring in "Economics and Management at the Enterprise"] / A.S. Golovachev. - Higher School, 2012. - 318 p.

3. Leshchilovsky P.V. Economics of enterprises and branches of the agro-industrial complex: practical training / P.V. Leshchilovsky , V.S. Chekanov. - BGEU, 2003. - 310 p.

4. Nekhorosheva, L.N. Economics of the enterprise: textbook . n individual / L.N. Nekhorosheva, N.B. Antonova, L.V. Grintsevich ; edited by L.N. Nekhorosheva. – Minsk: BGEU, 2008. – 719 p.

5. Rusak, E.S. Economics of the organization: workshop / E.S. Rusak, E.V. Shchemeleva ; Academy of Public Administration under the President of the Republic of Belarus. - 2nd ed., stereotyped . - Minsk: Academy of Public Administration under the President of the Republic of Belarus, 2020. - 173 p.

6. Sachuk T.G. Economics of an organization (enterprise): workshop / T.G. Sachuk . - Misanta , 2012. - 115 p.

7. Economy of organizations and branches of the agro-industrial complex. In 2 books/ V.G. Gusakov [et al.]; under the general ... edited by academician V.G. Gusakov . – Minsk: Belarus . science . – 2007 – 891 p.

#### **ACADEMIC DISCIPLINE**

#### **"Organization Management"**

#### **Main literature:**

1. Korgova M. A. Management of the organization. Moscow: Yurait . 2024. 207 p.

2. Korgova M. A. Management. Organization Management. Moscow: Yurait . 2024. 207 p.

3. Mardas A. N., Gulyaeva O. A. Theory of organization. M.: Yurayt . 2024. 140 p.

4. Knowledge Management in the Organization / edited by A. I. Urintsov . Moscow: Yurait . 2023. 255 p.

5. Shuklina M. A. Management of the organization. Moscow: Publishing house of the Synergy University. 2019. 304 p.

**Further reading:**

1. Blinov, A. O. Management : a textbook for students studying in the fields of "Economics" and "Management" / A. O. Blinov, Yu. A. Romanova, O. S. Rudakova. - Moscow : KNORUS, 2021. - 286 p.

2. Makrak , S. V. Management of material resources in agriculture in the context of the development of the digital economy : [monograph] / S. V. Makrak ; NAS of Belarus, Institute for Systems Research in the Agro-Industrial Complex; edited by V. G. Gusakov . - Minsk : Belarusian science , 2021. - 329 p.

3. Maslennikov, V. V. Management : a textbook for students studying for bachelor's and master's degrees in Management / V. V. Maslennikov, Yu. V. Lyandau . - Moscow : KNORUS, 2021. - 422 p.

4. Organization management: a manual for students of the economics faculty / I.I. Kulik [et al.]; BSU. – Minsk: BSU, 2013. – 408 p.: ill.

5. Management: textbook . p special for students of higher education institutions in the specialties "Economics and organization of production (by areas)", / E.M. Gainutdinov [et al.]; edited by E.M. Gainutdinov . - Minsk: Higher School, 2019. - 239, [1] p.: ill

6. Myasoedov, S. P. Cross-cultural management: a textbook for students of higher educational institutions studying in economic fields and specialties / S. P. Myasoedov, L. G. Borisova. - 3rd ed. - Moscow: Yurait , 2020. - 313 p. 55

7. Petrovich, M. V. Organization Management : textbook / M. V. Petrovich; Academy of Public Administration under the President of the Republic of Belarus. - 3rd ed., stereotype. - Minsk : Academy of Public Administration under the President of the Republic of Belarus, 2020. - 479 p.

8. Petrovich, M.V. Organization Management : a textbook for students of the additional adult education system in the specialties "Economics and Management at an Industrial Enterprise", "Business Administration", "Agro-Industrial Complex Management", "Management of State Information Resources", "Personnel Management", "Public Administration in the Sphere of Pre-Trial Criminal Proceedings" / M.V. Petrovich; Academy of Public Administration under the President of the Republic of Belarus. - 3rd ed., reprinted - Minsk: Academy of Public Administration under the President of the Republic of Belarus, 2020. - 479 p.

9. Organization management: textbook . p special for students of higher education institutions in management specialties / M.V. Petrovich [et al.]; [edited by M.V. Petrovich ] ; Academy of Management under the President of the Republic of Belarus. – Minsk: Academy of Management under the President of the Republic of Belarus, 2012. – 432 p.

10. Shumskaya , L.I. Fundamentals of the activities of an educational business company : a teaching aid for students of the system of additional education of adults in economic specialties / L.I. Shumskaya , S.V. Dubkov, N.V.

Bordacheva ; edited by L.I. Shumskaya . - Minsk: Education and Health , 2021. - 199 p.: ill.

#### ACADEMIC DISCIPLINE

#### " Cooperation and integration of organizations "

##### **Main literature:**

1. Zapolsky M. I. Cooperation and integration in the agricultural sector of the Belarusian economy / M. I. Zapolsky. - Institute of Economics of the National Academy of Sciences of Belarus, 2013.

2. Zapolsky M.I. Cooperation and integration in the agro-industrial complex : [a textbook for students of higher educational institutions majoring in "Economics and management at the enterprise"] / M.I. Zapolsky. - Belarusian Navuka , 2011. - 347 p.

3. Cooperation and integration in the agro-industrial complex [Electronic resource] : educational and methodological complex / Educational institution "Grodno State Agrarian University", Department of production organization in the agro-industrial complex. - GSAU, 2014.

4. Reforming the agro-industrial complex: a textbook, methodological and practical manual / Ed. V.G.Gusakov . - Belarusian Research Institute of Agrarian Economics, 2002. - 419 p.

##### **Further reading:**

1. Deshko , I. A. Cooperation and integration in the agro-industrial complex : a course of lectures / I. A. Deshko , A. M. Ushkevich ; Ministry of Agriculture and Food of the Republic of Belarus [and others]. - Grodno : GSU, 2021. - 173 p.

2. Agro-industrial complex in the conditions of transition to a market / B. M. Shapiro [et al.]. - Armita - Marketing, Management, 1997. - 277 p.

3. Fundamentals of the Creation and Functioning of Cooperatives Abroad : A Lecture for Students of the Faculty of Economics on the Subject of "Cooperation in the Agro-Industrial Complex" / Grodno State Agrarian University (Grodno). - 2003. - 49 p.

4. Ilyina Z.M. Markets of agricultural raw materials and food: textbook . n special . / Ilyina Z.M., Mirochitskaya I.V. - BGEU, 2000. - 226 p.

5. Ilyina Z.M. Raw materials and food markets : [textbook for students of higher education institutions majoring in "Economics and management at the enterprise"] / Z. M. Ilyina. - TetraSystems , 2014. - 286 p.

6. Minakov I.A. Cooperation and agro-industrial integration in the agro-industrial complex : a textbook for university students studying in agroeconomic specialties / I.A. Minakov. - KolosS , 2007. - 264 p.

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