

**NATIONAL UNIVERSITY OF LIFE AND
ENVIRONMENTAL SCIENCES OF UKRAINE**

PRODUCTION AND INVESTMENT MANAGEMENT DEPARTMENT

METHODICAL INSTRUCTIONS

to course works implementation in the discipline

"Management"

for students of specialty 073 "Management"

KYIV – 2023

Methodical instructions for course work implementation in the discipline “Management” for students of the specialty 073 "Management".

The necessary rules on how to format the course work, examples of its title page, content, list of references and topics of course works are provided.

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Educational edition

Educational and methodological guide: course of lectures

for students of specialty:

073 "Management"

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Introduction

An integral part of the training of specialists for the national economy of Ukraine is their mastery of a certain amount of economic knowledge on the problems of functioning and development of economic systems of various types. Management is one of the disciplines that ensure the implementation of the latter. An important form of students' independent work and a way to involve them in research work is the preparation and defense of a course work.

The completion of the course work contributes to a deeper understanding of the discipline "Management" by students, the formation of their skills and abilities to independently analyze socio-economic processes, formulate and argue the proposed provisions, make reasonable conclusions and recommendations.

The course work is an independent project, performed under the guidance of a teacher, a study of one of the current issues of management. The implementation of the course work is one of the types of educational and research work of students, designed to certify the level of knowledge acquired by students and the ability to use them in the study of theoretical and specific practical issues in the field of management.

The course work aims to: consolidate and deepen the knowledge acquired by students in the process of studying the disciplines of management and administration; to develop students' skills of independent work with special literature, reference books, manuals, sources of statistical information, etc.; to teach students to summarize theoretical materials, interpret the collected data, independently formulate conclusions, justify and defend their own point of view on the problems under study.

When completing course work in management, students are given the following tasks:

- study of literature, normative legal acts, reference, scientific, statistical sources on the chosen topic;
- independent analysis of the main concepts, provisions on the topic under

study, put forward by domestic and foreign scientists;

- clear, consistent presentation of one's views in the analysis of microeconomic problems, the ability to apply the knowledge gained in the classroom, connect it with practice;

- consolidation and deepening of students' knowledge of the discipline

Management.

Acquisition of competences:

Integral competence (IC): The ability to solve complex specialized tasks and practical problems in the management of organizations or in the learning process, which involves the application of certain theories and methods of the relevant science and is characterized by the complexity and uncertainty of conditions.

General competences (GC)

GC 3 Ability to abstract thinking, analysis, synthesis.

GC 4 Ability to apply knowledge in practical situations

GC 5 Knowledge and understanding of the subject area and understanding of professional activity.

GC 9. Ability to learn and master modern knowledge.

GC 10. Ability to conduct research at the appropriate level.

GC 11. Ability to adapt and act in a new situation.

GC 12. The ability to generate new ideas (creativity).

GC 13. Appreciation and respect for diversity and multiculturalism.

GC 14. Ability to work in an international context.

GC 15. Ability to act on the basis of ethical considerations (motives);

Special (professional) competences (SC):

SC 1. The ability to define and describe the characteristics of the organization.

SC 2. The ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

SC 3. The ability to determine the prospects for the organization's development.

SC 4. The ability to determine the functional areas of the organization and the connections between them.

SC 5. The ability to manage the organization and its divisions through the implementation of management functions.

SC 6. Ability act socially responsibly and consciously.

SC 7. Ability to choose and use modern management tools.

SC 9. Ability to work in a team and establish interpersonal interaction when solving professional tasks.

SC 10. The ability to evaluate the performed work, ensure their quality and motivate the personnel of the organization.

SC 11. Ability to create and organize effective communications in the management process.

SC 12. Ability to analyze and structure organizational problems, form reasonable solutions.

SC 14. Understand the principles of psychology and use them in professional activities.

SC 15. Ability to form and demonstrate leadership qualities and behavioral skills.

SC 16. Ability to identify and analyze new market opportunities, including the international business environment, formulate new ideas, develop projects and organize business process management;

Program learning outcomes (PLO):

PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

PLO 4. Demonstrate skills in identifying problems and justifying management decisions.

PLO 8. Apply management methods to ensure the effectiveness of the organization.

PLO 12. Evaluate legal, social and economic consequences functioning organizations

PLO 17. Carry out research individually and/or in a group under the guidance of a leader.

PLO 18. Demonstrate ability detect prospects development enterprises, elaborate projects , organize management business processes on basis of analysis of market opportunities and international business environment.

Thus, the completion of the course work gives students the opportunity to expand and deepen their knowledge, to gain the necessary experience of independent theoretical research.

1. Basic requirements

The most important requirements for coursework in the course "Management" are the following:

- the student must show his/her theoretical training, the presentation of each question must include a theoretical characteristic of the categories and concepts used;
- it is necessary to present the approaches available in the literature on the problem under study and give their critical analysis;
- in the course work, the student, on the basis of the studied literature, normative legal acts, must determine his point of view on the assessment of economic phenomena and processes and argue it;
- the course work must begin with the statement and presentation of the content of the main question of each CHAPTER. The disclosure of the content must be evidence-based, scientifically reasoned. The style of presentation should ensure conciseness and clarity of wording, accuracy of terminology;
- the work is performed by the student independently and is distinguished by a creative approach to the problem under study. The extensive use of literature and other sources should not change the author's own style;
- the course work can be written by hand, or typed on a computer. Its design must meet the requirements for scientific papers.

Failure to comply with these requirements is the basis for returning the course work to the student for revision. Course work is carried out in a certain sequence.

The choice of the topic of the course work is carried out by students independently, guided by the list, which is given in the recommended topic (appendix A). If a student wants to develop a topic that is not provided for by the recommended topic, he must coordinate it with the teacher.

Having chosen a topic, the student turns to the teacher of the Department of Production and Investment Management with a request to approve it.

The plan of the course work is drawn up by the student independently on the basis of knowledge from the lecture course, practical classes and acquaintance with

literary sources. The plan contains the following parts: introduction; 3-4 chapters revealing the essence of the chosen topic; Conclusions. The plan drawn up by the student is discussed with the supervisor, who, if necessary, corrects and approves it.

Selection and study of literature. The student compiles a bibliography, in which he is assisted by a supervisor, advice in the selection of literature can also be obtained from the library staff. The recommended list of references is given in Appendix B. The use of alphabetical and systematic catalogs of literature, abstract journals, bibliographic reference books and other sources of information available in the library will significantly speed up the process of selecting literature.

In the process of studying literature, the student makes notes, extracts of individual data, quotes on separate sheets or cards, writes down the surnames and initials of the author of the source used, as well as the title of the publication, publisher, city and year of publication, page number. All this helps to make references to primary sources.

The material collected by the student is classified, systematized and processed in accordance with the plan of the course work; if necessary, additional information is selected. At the same stage, calculations are made, conclusions are formulated, illustrations (schemes, graphs, tables) are selected and editing is carried out. The course work is completed with its design in accordance with the requirements given in the next chapter.

2. Requirements for the construction, presentation and design of the work

Construction and presentation of the course work

The coursework should have the following structure:

- title page;
- content;
- introduction;
- main part (CHAPTERs 1 – 4);
- conclusions;

- list of references;
- appendices (if any).

The title page is the first page of the work (Appendix B).

The content of the course work is located immediately after the title page.

The content of the course work is determined by its topic and is reflected in the outline. The table of contents sequentially includes the names of all chapters and parts of the work, indicating the page numbers from which the presentation of each chapter, question (subchapter) begins, including: introduction, conclusions, list of references.

The introduction substantiates the relevance of the topic of the work, determines the purpose and subject of the research. The introduction should not exceed 2-3 pages. The main part (25-30 pages in total) is the core of the course work, it deeply and comprehensively reveals the essence of the chosen topic, its most important issues and problems. The material should be presented consistently, logically, in the text of the work, one issue from another must be differentiated, giving them subheadings. But this should not break the links between the questions. In the presentation, they should be related in such a way that one question follows from the other.

Theoretical questions in research must be confirmed by the analysis of factual material. At the same time, it is recommended to submit the factual material used in the form of tables, diagrams, etc.

In the main part, it is necessary to show how the problem under study is covered in the literature from the standpoint of modernity, to present the essence of existing approaches to its solution, to make its critical analysis, to compare and formulate your own point of view. In this part of the coursework, the student must demonstrate his knowledge of the issues under study, the ability to summarize materials, consistently present them, draw conclusions and proposals.

When using actual digital material, you need to avoid accumulating facts. There may not be many of them, but they must be accurate and convincing. When highlighting stable statements, one can limit oneself to the characteristics of

generally accepted provisions that do not raise doubts.

The conclusions are a summary of the results of the study. From each subchapter, 1-2 conclusions should be drawn on the structure of the work. The volume of conclusions should not exceed 2-3 pages.

The list of references requires that all references be placed in alphabetical order. The list of references can contain up to 15-20 titles. References to them should be given in the form of a serial number according to the list of sources in square brackets, for example, [12].

Appendices to the course work should contain information materials that form the basis of analytical research on the chosen topic, and are placed on the last pages. It is also advisable to include in the appendices the supporting material necessary for the completeness of the perception of the course work: formulas, calculations, tables of auxiliary digital data, illustrations of an auxiliary nature.

Requirements for the design of course work

The course work must be typed using a computer.

The text is placed at one and a half line spacing up to thirty lines on a page with a font height of 14 pt, font type Times New Roman.

The text of the course work is placed on the sheet with the following indents from the edges of the sheet not less than, mm: left - 30, right - 10, top - 20, bottom - 20.

The text of the main part of the work is divided into chapters, subchapters, paragraphs and subparagraphs according to the plan.

Headings of the structural parts of the course work "contents", "introduction", "chapter" or "chapter", "conclusions", "list of references", "appendices" are printed in capital letters symmetrically to the text. subchapter headings are printed in lowercase letters (except for the first capital letter) with paragraph indentation. there is no period at the end of the title.

Each structural part of the course work should start on a new page.

Numbering of pages, chapters, subchapters, paragraphs, subparagraphs, figures, tables, formulas should be given in arabic numerals without sign No.

The first page of the course work is the title page, which is included in the general page numbering and on which the page number is not put. numbering without a period is placed in the upper right corner of subsequent pages.

Contents, introduction, conclusions and proposals, list of references, appendices are not numbered as chapters. the chapter or chapter number is placed after the words "chapter". Subchapters are numbered within each chapter, using the chapter number and the serial number of the subchapter, between which a period is placed. there should be a period at the end of the subchapter number: for example, "1.4." (fourth subchapter of the first chapter). then, on the same line, comes the subchapter heading.

Illustrations (diagrams, graphs, etc.) and tables should be submitted in the paper immediately after the text where they are mentioned for the first time or on the next page. if they are contained on separate pages of the work, they are included to general page numbering. All illustrations should be referenced in the text.

Illustrations are marked with the word "Fig." and numbered consecutively within the chapter, with the exception of illustrations in appendices. The illustration number should consist of the chapter number, the serial number of the illustration, between which a period is placed: for example, "Fig. 1.2" (second figure of the first chapter). the number of the illustration, its title and explanatory captions are placed sequentially below the illustration.

Tables are numbered sequentially (except for those in appendices) within the chapter. In the upper right corner, the word "table" is placed with its number, consisting of the number of the chapter and the sequence number of the table, between which period is placed: for example, "Table 2.3" (the third table of the second chapter), below there is the name of the table.

In the case of moving the table to another page, it is written above the subsequent parts: for example, "Continuation of table. 2.3».

Each table should have a title, which is placed above the table and printed symmetrically to the text. The name is not underlined.

Column headings start with uppercase letters, subheadings start with lowercase letters if they make up one sentence with the heading, and with uppercase letters – if they are independent.

The table is placed after the first mention of it in the text in such a way that it can be read without turning the text or with a clockwise rotation.

Formulas in a course work are numbered within a chapter. The number of the formula consists of the number of the chapter and the serial number of the formula in the chapter, between which a period is placed. Formula numbers should be written near the right bank of the page at the level of the corresponding formula in parentheses, for example: "(3.1)" (the first formula of the third chapter).

Explanations of the values of symbols, numerical coefficients in formulas should be given directly below the formula in the sequence in which they are given in the formula, and each should be given on a new line. The first line of the explanation begins with the word "where" without a colon. Equations and formulas should be separated from the text in free lines. Above and below of each formula, you need to leave at least one free line. If the equation does not fit on a single line, it should be moved after the equal sign (=) or after the plus signs (+), minus (-), multiplication (x), and division (:).

References in the text of the work to the sources of information should be indicated by the serial number of references, highlighted in two square brackets, for example: "... in the works [1–9]...".

References to illustrations to a scientific work should be formatted with the serial number of the illustration: for example, "Fig. 2.3»; for formulas – the serial number of the formula: for example, "in formula (3.1)". references in the text to the table are written abbreviated: for example, "in table 1.2".

The list of references is an element of the bibliographic apparatus that contains bibliographic descriptions of the sources used and is placed after the conclusions.

The bibliographic description is compiled directly from the printed work or written out of catalogs and bibliographic indexes completely without omitting any elements, abbreviating titles, etc. Thanks to this, you can avoid repeated checks,

insertion of missing information.

Sources can be placed in one of the following ways: in the order of appearance of references in the text (the most convenient for use and recommended when writing a work), in alphabetical order of the names of the first authors or titles, in chronological order.

**Preparation of the list of references in
accordance with the requirements of the
state standard**

The list of sources used is compiled by the student from all those worked out during the writing of the course project.

All these sources should be referenced in the work, at the same time, all the mentioned scientific works and the names of scientists should be reflected in the list of references.

The recommended volume is at least 30 sources.

Appendices

Appendices are designed as a continuation of the course work on its next pages or in the form of a separate part (book), placing them in the order of appearance of references in the text of the work.

If the appendices are made on the following pages of the work, each such appendix must begin on a new page. The appendix must have a title printed at the top in lowercase letters with the first uppercase letter symmetrically relative to the page text. In the middle of the line above the heading, the word "Appendix " is printed in lowercase letters with the first capital letter, followed by a capital letter denoting the appendix. Appendices should be denoted consecutively in uppercase letters of English alphabet, for example, Appendix A, Appendix B, etc.

The final course work is signed by the student on the title page and in a bound form is submitted to the Production and Investment Management Department for review and deciding by the supervisor on the possibility of admitting the work to the defense.

3. Reviewing and defense of the course work

The completed course work is submitted by students to the Production and Investment Management Department on time. After registration, the course work is submitted to the supervisor for review and review. In the review of the supervisor, the positive aspects and disadvantages of the course work are noted, a conclusion is made about the possibility of admitting the work to the defense and a preliminary assessment ("excellent", "good", "satisfactory", "unsatisfactory"). If the course work receives an "unsatisfactory" grade, it is returned to the student for revision. A review of a course work may not contain a final grade. It may contain a preliminary assessment in the form of a conclusion: "The work is allowed to be defended" or "The work is not allowed to be defended". The final assessment is given after the defense. If the work is not admitted to the defense, then it must be reworked by the student in accordance with the review and resubmitted to the department.

Work is not allowed to be defended if:

- it is not of an independent nature, copied from literary or sources from other authors;
- the main issues are not disclosed, presented schematically, fragmentarily;
- the text contains errors, the scientific apparatus is designed incorrectly, the text is written carelessly.

Thus, preparation for the defense of the course work includes the elimination of errors and shortcomings, the study of additional sources indicated in the review, the comprehension of what is written in the work, and the willingness to explain any provisions given in the work.

A preliminary review must be attached to the revised course work submitted for re-verification. All additions and changes to the original version of the course work are attached on sheets of paper of the appropriate format and placed after the annexes indicating the paragraph to which they belong.

If the supervisor gives a positive review, the course work is allowed to be

defended within the time limits established by the department. On the eve of the defense, the student receives his course work in order to familiarize himself with the review and prepare in a timely manner for answers to the comments contained in it. The course work is evaluated by a commission, which includes teachers of the department (at least 2 people). When evaluating a course work, its quality and content, the depth of research, the content of the student's report, the correctness of answers to the commission's questions, the ability to justify and defend one's own views, and the design of the work are taken into account.

During the defense of the course work, the student must show perfect mastering of the material of a particular topic, the ability to answer questions, and navigate the content of the work.

Based on the results of the defense, the course work receives grade, which is recorded in the examination list and the student's record book.

“Excellent” is given if works contain elements of scientific creativity, draw independent conclusions, give reasoned criticism and independent analysis of factual material on the basis of deep knowledge of the literature on this topic.

The grade "good" is given when the issues of the topic are fully and comprehensively covered in the work performed at a high theoretical level, but there is no proper degree of creativity.

The "satisfactory" rating is deserved by works in which the main issues of the topic are correctly covered, but there is no logically coherent presentation of them, and some erroneous provisions are contained.

A student receives an "unsatisfactory" grade when he cannot answer the reviewer's remarks, does not know the material of the work, is not able to give an explanation of the conclusions and theoretical provisions of this problem. In this case, the student must be granted a second defense.

The defense and evaluation of the course work is a summary of the student's independent work and obtaining the right of admission to the management exam. The course work is not returned to the student and is stored at the Production and Investment Management Department for at least a year.

Appendix A

Oriented topics of course works

1. Management as a science and art of management.
2. Evolution of management development .
3. Management in economically developed countries.
4. Laws, regularities and principles of management.
5. Historical stages of management development in Ukraine.
- 6 Organizational culture as a management tool.
7. The essence and main features of organizations.
8. The internal environment of the organization, the relationship of internal variables.
9. The external environment of the organization and the assessment of environmental factors .
10. Functional nature of management.
11. Management process as a set of interrelated and interacting functions, methods, management decisions
12. Planning as a general function of management.
13. Strategic planning in the organization.
14. Economic and organizational content of planning in management.
15. The essence of the organizational structure of management and its role in achieving the goal.
16. The process of delegating authority and responsibility.
17. Remuneration of labor as the main factor of motivation of labor productivity.
18. Motivation as a general function of management.
19. Modern systems and forms of labor incentives. 20
- Control: Essence, Meaning, Process.
21. Control and its place in the management system.
22. Methods and models of managerial decision-making.
23. Technology of managerial decision-making.

24. Analysis of communication processes in the organization.
25. The essence and significance of information in management.
26. Analysis of modern business communications.
27. Manager, his place and role in the organization.
28. Conceptual Foundations of Management and Leadership.
29. Fundamentals of Leadership: Influence, Leadership, Power.
30. Groups and teams in organizations.
31. Conflict management in organizations.
32. Ethics, Management and Business.
33. Change management in the organization.
34. The Essence and Nature of Organizational Development.
35. Effectiveness of the organization's management, criteria and methods of its evaluation.

Appendix B
RECOMMENDED READING
in Management

Main

1. Principles of management. 2019. URL: <https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofManagement-OP.pdf>
2. Karam Pal Management Concepts and Organizational Behaviour. 2018. URL: <http://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf>
3. Coleman Patterson Management Briefs Management and Leadership Theory. Made Simple. 2010. 246 p.
4. Peter F. Drucker The Effective Executive: The Definitive Guide to Getting the Right Things Done. Harper Business; Revised edition. 2006. 208 p.
5. James Burrow, Brad Kleindl, Kenneth Everard Business principles, and management. Thomson. 2008. 736 p.
6. Sharma, R.A., Organizational Theory and Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi. 2000. 186 p.

Additional

1. Kenneth Blanchard Ph.D., Spencer Johnson M.D. The One Minute Manager. 2001. 354 p.
2. John Maxwell The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. 2007. 338 p.
3. Daniel Goleman Leadership: The Power of Emotional Intelligence. 2011. 78 p.
4. A Study of Business Process Reengineering by Kevin Lam. URL: http://www.doc.ic.ac.uk/~nd/surprise_95/journal/vol2/tmkl/article2.html.
5. An Introductory Guide by Peter Carter URL: <http://www.teamtechnology.co.uk/business-process-reengineering.html>.
6. Mastering Strategy: Management. URL: <https://resources.saylor.org/wwwresources/archived/site/textbooks/Mastering%20Strategic%20Management.pdf>
7. Gilbreth L.M. The psychology of management. The Macmillan Company. URL: <https://www.gutenberg.org/files/16256/16256-h/16256-h.htm>

Appendix C
Sample Title Page

**MINISTRY OF EDUCATION AND SCIENCE OF
UKRAINE
NATIONAL UNIVERSITY OF LIFE AND
ENVIRONMENTAL SCIENCES OF UKRAINE**

Department of Production and Investment Management

COURSEWORK
in Management

Written by: (faculty, specialty, course,
group, surname and initials of the
student)

Scientific adviser: (academic title,
surname and initials)

Kyiv – 2023

Appendix D

Examples of content design by topic of course works

"THE ESSENCE AND IMPORTANCE OF INFORMATION IN MANAGEMENT"

CONTENT

INTRODUCTION

CHAPTER I. ESSENCE AND TYPES OF INFORMATION IN MANAGEMENT

1.1. The essence of information

1.2. Classification of the main sources, carriers and channels of information transmission

CHAPTER II. ANALYSIS OF TYPES OF INFORMATION IN MANAGEMENT

2.1. Information in management

2.2. Characteristics of useful information for the organization

2.3. Information as the main subject of the manager's work, as a product of his activity

2.4. Up-to-date information requirements

CHAPTER III. WAYS TO IMPROVE INFORMATION SUPPORT

3.1. Improving the information support of the manager's activities

3.2. Meaning of Information

3.3. Determining the value of information for the organization

3.4. CONCLUSIONS

REFERENCES

APPENDICES (if needed)

"THE ESSENCE AND MAIN COMPONENTS OF MANAGEMENT MODELS"

CONTENT

CHAPTER 1. THE ESSENCE OF MANAGEMENT AS A MANAGEMENT SYSTEM AND ITS STAGES OF DEVELOPMENT

- 1.1. The essence of management as a management system in market conditions.
- 1.2. Stages of management development in economically developed countries.
- 1.3. Features of foreign management models.

CHAPTER 2. TRENDS IN MANAGEMENT DEVELOPMENT IN UKRAINE AND ECONOMICALLY DEVELOPED COUNTRIES

- 2.1. Modern Management Practice in Economically Developed Countries.
- 2.2. Formation and establishment of the management system in Ukraine.
- 2.3. Development of modern management thought in Ukraine and use of foreign experience.

CHAPTER 3. FOREIGN EXPERIENCE IN MANAGEMENT ORGANIZATION

- 3.1. Models of transition to the market in the practice of the world economy.
- 3.2. Foreign management theories and the possibility of their application in market-type systems.

CONCLUSIONS

REFERENCES

APPENDICES (if needed)