



COURSE SYLLABUS «MANAGEMENT»

Academic degree - Bachelor
Specialty: 073 Management
Academic programme: «Management»
Year of study: 1, 2, **semester:** 2, 3
Form of study: full-time
Number of ECTS credits: 7
Language of instruction: English

Lecturer of the course

Vitalii Vakulenko, PhD in Economics, Associate Professor,
Associate Professor of the Department of Management named after
Prof. J. S. Zavadskyi

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Course page on eLearn

<https://elearn.nubip.edu.ua/enrol/index.php?id=2160>

ACADEMIC DISCIPLINE DESCRIPTION

"Management" is a core course. The course is aimed at forming in future specialists (managers) modern managerial thinking and a system of specialized knowledge in the field of management, understanding of the conceptual foundations of systematic management of organizations; acquisition of skills to analyze the internal and external environment, making effective management decisions. The objectives of the discipline are theoretical training of higher education students on the following issues: the essence of basic concepts and categories of management; principles and management functions; system of management methods; content of management processes and technology; basics of planning, organization, motivation and control of activities; management decision-making; information support of the management process; management and leadership; management efficiency.

Competences

Integrated competency (IC): the ability to solve complex specialized problems and practical problems that are characterized by complexity and uncertainty of conditions, in the field of management or in the process training involving the application of theories and methods social and behavioral sciences.

GC 2. The ability to preserve and enhance moral, cultural, scientific values and increase the achievements of society based on an understanding of the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology and technologies, to use various types and forms of physical activity for active recreation and healthy lifestyle

GC 3. Ability to abstract thinking, analysis, synthesis.

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

Special (professional, subject) competences (SC):

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 12. Ability to analyze and structure problems organizations, form informed decisions.

Program learning outcomes of the academic discipline:

PLO 2. To keep moral, cultural, scientific values and multiply the achievements of society, to use various types and forms of physical activity for a healthy lifestyle.

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

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

PLO 10. Have the skills to justify effective tools for motivating the organization's personnel.

PLO 11. Demonstrate the skills of situation analysis and communication in different spheres of activity of the organization.

COURSE STRUCTURE

| Topic | Hours (lectures/ practical classes) | Learning outcomes | Tasks | Assessment |
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| Module 1. | | | | |
| Topic 1. Introduction to management. Organization as an object of management. | 1/3 | To know the basic concepts and categories of management, levels of management, models of managerial behavior; the main stages of formation and development of management theory and practice; laws and patterns of management, understand the difference between them and their relationship, be able to identify them in management situations; know the principles and objectives of management and be able to implement them; demonstrate skills in distinguishing the object and subject of management; know general and special functions of management; management methods; the essence of management decisions, basic theories and | Preparation of reports and presentations for for the seminar. Execution and delivery of practical, independent works in Elearn | 10 |
| Topic 2. The concept and essence of management. | 1/3 | | | 10 |
| Topic 3. Development of management science. Laws, patterns and principles of management. | 1/3 | | | 10 |
| Topic 4. Functions and methods of management. | 1/3 | | | 10 |

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| <p>Topic 5. Fundamentals of management decision-making theory.</p> | <p>2/6</p> | <p>approaches to management. Understand the essence of the management process, the place and role of management functions and methods in it; the content and importance of management science in the system of socio-economic knowledge, the</p> | | <p>20</p> |
| <p>Topic 6. Information and communication in management.</p> | <p>1/3</p> | <p>interdependence of science and practice; general model of the management system, the difference between the concepts of “management”, “management”, “business”, “entrepreneurship”, “art of management”; the essence of scientific and classical theories (schools), as well as modern approaches to management; the mechanism of action of the system of methods on the managed system; the essence of the concept of communication in management; the system of information support of management. Be able to characterize the organization, identify factors of influence of the external and internal environment; identify stakeholders of the organization; identify the main problems and directions of development of domestic management in Ukraine, functional areas of the organization; manage the organization and its units through the implementation of management functions, apply management methods; divide the management process into</p> | | <p>10</p> |

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| | | stages; choose technology and methods of making management decisions; systematize and analyze the totality of information received by the organization. | | |
| Module test | | | | 30 |
| Total for module 1 | | | | 100 |
| Module. 2. | | | | |
| Topic 7. Planning in the organization. | 2/6 | To know the features of planning, principles and components of the planning process, planning methods; types of plans according to their classification features; the essence of the components of organizational design; types and characteristics of organizational structures; basic motivational theories (content and process); methods of staff incentives; types of control, principles and methods of management control, features of the management control process. Understand the essence of the planning function in management, features of strategic and operational planning; the essence of the functions of organization, motivation and control. Be able to collect the necessary information, formulate a mission, set goals, develop plans for the organization's activities/work. Have skills in organizational design, be able to form an effective organizational structure for a particular enterprise; have skills in the distribution of powers; be able to evaluate the effectiveness of the application of motivation theories in the practical activities of enterprises, have skills in analyzing the | Preparation of reports and presentations for the seminar. Performing practical tasks, independent work in elearn. | 20 |
| Topic 8. Organization as a management function. | 2/6 | | | 20 |
| Topic 9. Motivation in management. | 2/6 | | | 15 |
| Topic 10. Control as a management function. | 2/6 | | | 15 |

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| | | structure of employee motives, justifying the means of motivational influence. Be able to apply effective tools for motivating the organization's staff, have the skills to formulate control technology; develop regulatory and coordinating actions of the manager. Be able to apply management control tools. | | |
| Module test | | | | 30 |
| Total for module 2 | | | | 100 |
| Module. 3. | | | | |
| Topic 11. Group management, management and leadership. | 4/4 | Know the content of management and leadership; basic forms of power, approaches to leadership, know the types of leaders; basic methods of conflict and stress management, be able to use them; know the rules of business ethics; types of organizational change, causes of resistance to change and have the skills to prevent, eliminate, reduce resistance to change; basic indicators, approaches and concepts to determine and evaluate management effectiveness. Understand the difference between the concepts of "management", "leadership", "power", "influence"; the essence of the concept of "group" and have the basic tools for managing groups in organizations; the essence of the concepts of conflicts and stress. Understand the essence of the concepts of "organizational change", "management effectiveness". Understand the concepts of ethics and | Preparation of reports and presentations for the seminar. | 15 |
| Topic 12. Conflicts and stresses as management objects. | 3/3 | | Performing practical tasks, independent work in elearn. | 15 |
| Theme 13. Responsibility and ethics of management. | 2/2 | | 15 | |
| Topic 14. Management of the organization changes. | 2/2 | | 10 | |
| Topic 15. Effectiveness of management. | 4/4 | | 15 | |

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| | | responsibility in management, the role of social responsibility of management, cultural and ethical principles of management. Be able to characterize the main types of leadership. Have the skills to justify and choose a leadership style. Demonstrate skills of interaction, leadership, teamwork. To be able to identify the causes of conflicts and stress, adapt oneself and team members to a stressful situation, find ways to neutralize it; demonstrate skills of adaptability, flexible thinking, openness to new changes. Be able to implement organizational changes with the least level of resistance; apply methods to determine the effectiveness of enterprise management. | | |
| Module test | | | | 30 |
| Total for module 3 | | | | 100 |
| Total for educational work | | | | 70 |
| Exam | | | | 30 |
| Total for the course $R_{course} = R_{edw} + R_{ex}$ | | | | 100 |

ASSESSMENT POLICY

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| <i>Policy regarding deadlines and resits</i> | Assignments submitted after the deadline without valid reasons will be graded lower. Resitting of modules will be allowed with the permission from the lecturer and in the presence of valid reasons (e.g. medical reasons). |
| <i>Academic honesty policy:</i> | Cheating during tests and exams is strictly prohibited (including the use of mobile devices). Coursework and research papers must contain correct citations for all sources used. |
| <i>Attendance policy</i> | Class attendance is mandatory. In case of objective reasons (such as illness or international internships), individual learning may be allowed (in online format by the approval of the dean of the faculty). |

SCALE OF ASSESSMENT OF KNOWLEDGE OF STUDENT KNOWLEDGE

| Student rating, points | National grading of exams |
|-------------------------------|----------------------------------|
| 90-100 | excellent |
| 74-89 | good |
| 60-73 | satisfactory |
| 0-59 | unsatisfactory |

RECOMMENDED SOURCES OF INFORMATION

1. Балановська Т. І., Гоголя О. П., Кубіцький С. О., Михайліченко М. В., Троян А. В. Управління організацією: навчальний посібник. Київ: ФОП Ямчинський О.В., 2021. 464 с.
2. Балановська Т. І., Гоголя О. П., Троян А. В. Основи менеджменту, маркетингу та підприємництва: навчальний посібник. К. ЦП «Компринт». 2018. 536 с.
3. Білорус Т. В. Практикум з менеджменту: навчальний посібник. Київ: Київський національний університет імені Тараса Шевченка, 2020. 185 с.
4. Гоголя О. П., Харченко Г. А. Менеджмент діяльності підприємств на ринку товарів і послуг: навчальний посібник для підготовки фахівців спеціальності 073 «Менеджмент». Київ: «ЦП «Компринт», 2018. 410 с.
5. Гоголя О. П., Харченко Г. А. Практикум з менеджменту: навчальний посібник для здобувачів першого (бакалаврського) рівня вищої освіти спеціальностей 073 «Менеджмент» та 075 «Маркетинг». Київ: ЦП «Компринт», 2022. 428 с.
6. Лазоренко Т. В., Пермінова С. О. Основи менеджменту: конспект лекцій. Київ: КПІ ім. Ігоря Сікорського, 2021. 166 с.
7. Гоголя О. П., Харченко Г. А. Методичні вказівки до написання й оформлення курсових робіт з дисципліни «Менеджмент» для підготовки здобувачів першого (бакалаврського) рівня вищої освіти за спеціальністю 073 «Менеджмент», освітньо-професійної програми «Менеджмент» освітньо-професійної програми «Менеджмент». Київ: ЦП «КОМПРИНТ», 2022. 90 с.
8. Гоголя О. П., Харченко Г. А., Балановська Т. І. Методичні вказівки до вивчення дисципліни «Менеджмент» для підготовки здобувачів першого (бакалаврського) рівня вищої освіти за спеціальністю 073 «Менеджмент», освітньо-професійної програми «Менеджмент». Київ. ЦП «КОМПРИНТ», 2021. 150 с.
9. Менеджмент: підручник / С. Ю. Бірюченко, К. О. Бужимська, І. В. Бурачек та ін.; під заг. ред. Т. П. Остапчук. Житомир: Вид-во «Рута», 2021. 856 с.
10. Страпчук С. І., Миколенко О. П., Попова І. А., Пустова В. В. Менеджмент: навчальний посібник для здобувачів вищої освіти. Львів: Видавництво «Новий Світ - 2000», 2020. 356 с.
11. Харченко Г. А., Гоголя О. П., Харченко В. В. Теорія організацій: навчальний посібник для здобувачів першого (бакалаврського) рівня вищої освіти спеціальностей 073 «Менеджмент». Київ: ЦП «КОМПРИНТ», 2023. 456 с.
12. Шкільняк М. М., Овсянюк-Бердадіна О. Ф., Крисько Ж. Л., Демків І. О. Менеджмент: навчальний посібник. Тернопіль: ЗУНУ, 2022. 258 с.
13. Електронний навчальний курс навчальної дисципліни «Менеджмент» (на навчальному порталі НУБіП України eLearn - <https://elearn.nubip.edu.ua/enrol/index.php?id=2160>)