

NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF UKRAINE

Department Production and Investment Management

“CONFIRMED”

Dean of the Faculty of Agrarian Management

_____ Anatolii OSTAPCHUK

«____»_____2023

“APPROVED”

at the meeting of the department

Production and Investment Management

Protocol №8 dated on April «18» 2023

Acting Head of Department

_____ Maryna DIELINI

“REVIEWED”

Program Coordinator “Management”

Program Coordinator

_____ Vitalii LUTSIK

PROGRAM OF THE COURSE

MANAGEMENT

Specialization	_____ 073 «Management»
Educational program	_____ «Management»
Faculty	_____ Agrarian management
Developers:	_____ Alekseieva K., PhD (Public Administration), As. Professor; _____ Holieva M.
	_____ (position, academic degree, academic title)

Kyiv – 2023

1. Description of the course Management

(title)

Field of knowledge, specialization, educational program, educational degree			
Educational degree	Bachelor's		
Specialization	073 «Management»		
Educational program	«Management»		
Characteristics of the course			
Type	Compulsory		
Total number of hours	180		
Number of ECTS credits	6		
Number of content modules	4		
Course project (work) (if applicable)	30		
Form of assessment	<i>Exam</i>		
Indicators of the course for full-time and part-time forms of study			
	Full-time form of study		Part-time form of study
Course (year of study)	2	2	
Semester	3	4	
Lecture classes	<i>15 hr.</i>	<i>30 hr.</i>	<i>hr.</i>
Practical, seminar classes	<i>15 hr.</i>	<i>30 hr.</i>	<i>hr.</i>
Laboratory classes	–	–	<i>hr.</i>
Self-study	<i>45 hr.</i>	<i>45 hr.</i>	<i>hr.</i>
Individual assignments	–	–	<i>hr.</i>
Number of weekly classroom hours for the full-time form of study	<i>3 hr.</i>	<i>3 hr.</i>	

2. Purpose, objectives, and competencies of the course

Purpose. The program proposed has been aimed to provide the theoretical and practical skills for the administration needs within the organizations of different forms, and this within the market environment. The object of the discipline includes general patterns, formation principles, functioning and development of management system in an organization. The program is connected with all disciplines, which are characterizing the object of management or its particular functions. These are economic, financial and juridical courses, thus providing a basis for the consequent study of all managerial courses.

Objectives. The student has to acquire understanding of the following:

- 1) essence and history of management;
- 2) organization core, and its correlation with external environment;
- 3) principles and functions of management;
- 4) basics of planning, organization, motivation and controlling;
- 5) managerial decision making;

- 6) supervision and leadership, styles of management;
- 7) theory of conflicts and methods of their solving;
- 8) management ethics;
- 9) principles of ecological management;
- 10) efficiency and effectiveness in business;
- 11) defining of mission and goals;
- 12) information management;
- 13) organizational culture;
- 14) Sustainability and Modern Economic Environment.

Acquisition of competencies:

Integrated competency (IQ):

The ability to solve complex specialized tasks and practical problems characterized by complexity and uncertainty in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.

General competencies (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) competencies (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 analysis market opportunities and international business environment.

3. Program and structure of the course for complete full-time (part-time) form of study.

**CONTENT MODULE 1.
FOUNDATIONS OF MANAGEMENT**

Topic 1. Basic concepts, essence, and types of management

Management as a specific sphere of human activity. The system of relationships in an organization as the subject of management study. Management as a system of scientific knowledge. Management as the art of leadership. Managers and entrepreneurs - key figures in a market economy. Similarities and differences between managers and entrepreneurs.

Research methods: dialectical, concrete-historical, systemic approach; modeling: verbal, physical, analog, mathematical; scientific, expert, sociological methods: surveys, interviews, testing.

Topic 2. Development of management theory and practice

Preconditions for the emergence of management science. Existing paradigms of management. Stages of historical development of management. Key stages in the development of management science in Ukraine. Classical and neoclassical management theories. Integrated approaches to management. Common characteristics of integrated approaches to management. Essential characteristics of process, systems, and situational approaches to management: key ideas, contribution to the development of management science, practical application.

Features of management in economically developed countries. Conceptual models of modern management. Features of developing a modern management model in Ukraine.

**CONTENT MODULE 2.
ORGANIZATIONAL MANAGEMENT**

Topic 3: Organization: Internal and external organizational environments

Concept of organization. Essence and main features of formal organization. Reasons for the emergence, principles of functioning of organizations. Components of the category «organization».

Internal environment of an organization, interrelation of internal variables. External environment of an organization. Assessment of external environmental factors. Evolution of organizations. Life cycle concepts of organizations.

Classification of industrial and economic organizations. Enterprise as a legal form of an economic organization. Types and status of enterprises in Ukraine.

Topic 4: Functions of management

Concept of management functions. Functions of management as types of managerial activities. Functions of organization. Functions and process of management. Management mechanism.

Management process as a combination of interconnected and interacting functions, methods, management decisions, and other management categories.

Goal of the management process, its participants, subject, means of implementation. Management cycle. Management procedures: option selection, goal setting, information provision, analytical activities, decision implementation, feedback. Characteristics of the management process: continuity, unevenness, cyclicity, sequence, variability, stability.

Topic 5: Planning function

Essence and content of planning as a management function, its types and their interrelation. Classification of organization plans. Stages of the planning process: mission and goal setting, assessment of organization's strengths and weaknesses, strategy development. Basic strategies. Economic and organizational content of operational planning. General characteristics of business planning.

Concept of mission in management and classification of organization goals. Hierarchical subordination, subordination of organization goals. Traditional goal-setting process. Management by objectives concept.

Topic 6: Organization as a management function

Essence of organizational activity, its place in the management system. The concept and components of organizational activity. Chain of command. Authority, duties, responsibility. Manageability norm. Centralization and decentralization. Delegation of authority and responsibility process.

Departmentalization: functional; product; geographic; by processes; by clients. Cross-functional teams. Interaction and mutual influence of organizational structures. The essence of the organizational structure of management, its role in achieving goals. Elements of structure. Characteristics of the main types of organizational management structures. Line and functional organizational management structures. Combined management structures: line-functional; line-staff; divisional; matrix. Functional approach to forming management structures. Targeted approach to forming organizational structures.

CONTENT MODULE 3. MANAGEMENT OF HUMAN RESOURCES

Topic 7: Motivation

Concept of motivation as a management function. Theories of motivation: content theories (Maslow's hierarchy of needs theory, Herzberg's two-factor theory, X and Y theories by McGregor) and process theories (expectancy theory, equity theory, goal-setting theory).

Motivational tools for managers. Payment as a primary factor in motivating work productivity. Compensation: wages, reward and bonus systems. Modern systems and forms of work stimulation. Methods of social influence and moral motivation.

Topic 8: Control function

Concept of control, its place in the management system. Objectives of control: adaptation to environmental changes; limiting the accumulation of errors; overcoming complex organizational problems; minimizing costs. Types of control: areas of control; levels of control; responsibility for control.

Stages of control: establishing standards; performance evaluation; comparing performance indicators to standards; making adjustments. Types of management control. Levels of operational control: preliminary control; concurrent control; summary control. Financial control. Control systems: internal; independent; state regulation. The concept of regulation and its place in the management system. Management function of «operational regulation».

Topic 9: Methods of justifying management decisions

Methods of creative search for alternative options. Classification of methods of creative search for alternative options. Methods of individual creative search for alternatives. Methods of collective creative search for alternatives. Methods of activating creative search for alternative options.

Classification of methods for justifying management decisions. Quantitative and qualitative methods. Possibilities and areas of application of analytical, statistical, game theory methods, and mathematical programming methods.

Tools for justifying management decisions. Quantitative and qualitative forecasting methods. Essential characteristics of the «payoff matrix» method. Construction of a «decision tree» and selection of the optimal option. Justification of decisions under conditions of uncertainty. Game theory methods. Criteria of statistical decision theory: pessimism, optimism, optimism coefficient, Laplace. Game theory methods. Expert decision-making methods: simple ranking method, weight coefficient method.

Topic 10: Fundamentals of decision-making theory in management

Concepts and models of decision-making. Broad and narrow understanding of the category of «decision-making». The role of decision-making in the management process. Models of decision theory: classical, behavioral, irrational. Decision-making process. Intuitive and rational decision-making technologies.

Stages of rational decision-making technology: problem diagnosis; accumulation of information about the problem; processing alternative options; evaluation of alternatives; decision-making. Human and organizational factors in the decision-making process. Individual and group decision-making.

Topic 11: Leadership and leadership styles

Concept and general characteristics of leadership. Leadership as a unifying function of management. Key factors and determining aspects of leadership. Basics of leadership: influence, leadership, power. Adaptive leadership. Power as an element of coercion. Forms of influence and power.

Theories of leadership. Typology of leaders.

Concept of management style and the continuum of management styles. Characteristics and classification of management styles. Factors and prerequisites for

the formation of management styles. Criteria for evaluating the manager's style. General characteristics of the modern manager model.

Topic 12: Management of groups and teams

Groups and teams in organizations. Types of groups and teams: functional group, informal group, target group. Reasons for people uniting in groups and teams: personal interests; group activities; group goals; need for belonging; benefits. Stages of group and team development. Characteristics of groups and teams. Job structure. Norms of behavior. Cohesion.

Formal and informal leadership. Interpersonal and intergroup conflicts. Nature of conflicts. Causes of conflicts. Conflict management in organizations. Controlling conflicts. Encouraging conflicts. Conflict resolution and limitation.

CONTENT MODULE 4. ETHICAL AND EFFECTIVE MANAGEMENT

Topic 13: Responsibility and ethics in management

Essence of responsibility and ethics in management. Content of legal responsibility: compliance with specific state legislative acts, instructions, norms, etc. Social responsibility as a voluntary response to social problems by an organization. Advantages and disadvantages of social responsibility.

Essence and significance of social behavior. Ethical behavior as a set of actions and deeds of people. Causes of unethical behavior. Measures to ensure ethical behavior.

Topic 14: Information and communication in management

Information, its types, and role in management. Information carriers. Classification of information. Requirements for information. Concept and characteristics of communication. Types of «internal» and «external» communications. Barriers in communication. Feedback in the communication process. Communication tools, their advantages and disadvantages. Communication process, elements, and stages of the process. Organization of the communication process. Communication overload.

Topic 15: Management effectiveness

Types of classification of organizational efficiency: individual, group, overall organizational. Features of evaluating types of efficiency. Concepts of defining management efficiency in an organization. Approaches to evaluating management efficiency in an organization. Economic, organizational, and social efficiency of management.

Systems of indicators for economic, organizational, and social efficiency of management, their composition, and methods of determination. Directions for improving the efficiency of organization management. Essence and types of responsibility and ethics in management. Social responsibility as a voluntary response to social problems by an organization. Essence and significance of social behavior in management. Management culture.

Structure of the course

Names of content modules and topics	Number of hours													
	Full-time form							Part-time form						
	week s	total	including					total	including					
			l	p	lab	in d	self		l	p	lab	in d	self	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Content Module 1. Foundations of management														
Topic 1: Basic concepts, essence, and types of management	1-2	14	2	2			7							
Topic 2: Development of management theory and practice	3-4	15	2	2			8							
Total for content module 1	29		4	4			15							
Content Module 2. Organizational management														
Topic 3: Organization: Internal and external organizational environments	5-7	15	2	2			7							
Topic 4: Functions of management	8-10	15	2	2			7							
Topic 5: Planning function	11-13	16	2	2			8							
Topic 6: Organization as a management function	14-15	15	2	2			8							
Topic 7: Motivation	16	9	3	3			5							
Total for content module 2	70		11	11			35							
Content Module 3. Management of human resources														
Topic 8: Control function	17	9	4	4			5							
Topic 9: Methods of justifying management decisions	18	9	4	4			5							
Topic 10: Fundamentals of decision-making theory in management	19-20	11	4	4			5							
Topic 11: Leadership and leadership styles	21-22	11	4	4			5							
Topic 12: Management of groups and teams	23-24	11	4	4			5							
Total for content module 3	51		20	20			30							

Content Module 4. Ethical and effective management													
Topic 13: Responsibility and ethics in management	25-26	10	4	4			5						
Topic 14: Information and communication in management	27-28	10	4	4			5						
Topic 15: Management effectiveness	29-30	10	2	2			5						
Total for content module 4	30		10	10			15						
Total hours	180		45	45			90						
Course project (work) on management	30		-	-	-		-		-	-	-		-
Total hours	180		45	45			90						

4. Seminar topics

№	Topic title	Number of hours
1	Manager as a figure in contemporary management	5
2	Evolution of management thought	5
3	Analysis of organization as a management object	5
4	Functions of management	5
5	Planning function	5
6	Organization as a management function	5
7	Motivation	3
8	Control function	3
9	Managerial decisions and methods of decision making	3
10	Theories and models of leadership. Characteristics of national leadership systems	4
11	Management of groups and teams	4
12	Business etiquette in different countries	4
13	Information and communication in management	3
14	Performance measurement and evaluation	3
15	Continuous improvement and adaptability	3
Total		60

5. Practical class topics

Not provided by the curriculum.

6. Laboratory class topics

Not provided by the curriculum.

7. Independent work topics

No	Topic title	Number of hours
1	The role of emotional intelligence in effective leadership	7
2	Strategic planning and implementation in organizations	8
3	Change management: approaches and challenges	7
4	Organizational culture and its impact on performance	7
5	Conflict management and resolution strategies in the workplace	8
6	The importance of ethical decision making in management	8
7	Effective communication strategies for managers	5
8	Innovation and creativity in organizational management	5
9	Human resource management: recruitment, selection, and training	5
10	Performance appraisal and reward systems in organizations	5
11	Managing diversity and inclusion in the workplace	5
12	Project management: principles and best practices	5
13	Supply chain management: strategies and optimization	5
14	Quality management: continuous improvement and total quality control	5
15	Sustainable management practices and corporate social responsibility	5
Total		90

8. Samples of control questions, tests for assessing the level of knowledge acquisition by students.

1. Specify the mandatory requirements that any organizational formation must meet.
2. The content of the concept of «organization».
3. What are the general characteristics of an organization?
4. Elaborate on the main characteristics of an organization according to corresponding criteria (types of resources, environmental subsystems, management areas based on functional features, level of management, direction of relationships).
5. What factors belong to the internal environment of an organization?
6. What factors belong to the supportive external environment of an organization?
7. What factors belong to the external environment of an organization?
8. What techniques are used to implement forms of managing uncertainty in the external environment (adaptation to existing elements of the surrounding environment, favorable influence on the external environment, changing the scope of activities)?
9. Explain the essence of the concepts «management» and «administration».
10. What is the difference between the concepts of «management» and «administration»?
11. Elaborate on the essence of the main categories of the discipline of «Management». Who is a manager?

12. The concept of «ideal bureaucracy»: essence, advantages, disadvantages, founders.
 13. Characterize the basic models of organizations from the perspective of their main management functions and performance parameters.
 14. Ten main roles (according to H. Mintzberg) performed by managers in an organization.
 15. What qualities should a modern manager possess?
 16. Steps of implementing management according to Frederick Taylor's concept.
 17. Stages of development of the management science.
 18. Provide the definition of the concept of «communication». Communication and its classification.
 19. Elaborate on the essence of the main types of information.
 20. Stages of the communication process.
 21. Elaborate on the content of the main and specific functions of management.
 22. Control, stages of control.
 23. Types of control based on their classification characteristics.
 24. Describe the types of control based on the object and location of implementation within an organization.
 25. Explain the advantages and disadvantages of the main methods of measuring actual work performance in the control process.
 26. What behavioral changes can occur in subordinates under the influence of control?
 27. Tools of specific types of control.
 28. Elaborate on the essence of decision-making models in management.
- Planning stages.
29. Elaborate on the essence of individual elements of a plan (goals, programs, norms, rules, methods, procedures).
 30. Elaborate on the essence of historical stages in the development of the planning system.
 31. State the advantages of strategic planning. Levels of strategies.
 32. Stages of strategic planning. Goals and their types.
 33. What is the role of a mission in an organization?
 34. The essence of the «goal tree» concept.
 35. SWOT matrix.
 36. «Decision tree» and its main elements.
 37. Motivation, theories of motivation.
 38. Power, types of power.
 39. Elaborate on the essence of the management categories: organizational structure, organization, organizational activity.
 40. Characterize the main elements of the organizational process.
 41. What do organizational parameters represent?
 42. Elaborate on the content of organization theories: classical theory, neoclassical (behavioral) theory, modern theory.

43. Identify the main situational factors, according to the modern theory of organization, that influence the formation of organizational structure.
44. Elaborate on the content of the following types of authorities: line authority, staff authority, functional authority.
45. What mechanisms of coordination belong to vertical and horizontal types of coordination?
46. Specify the advantages and disadvantages of divisional and matrix organizational structures.
47. Elaborate on the essence of the main methods used to select a type of management.
48. Explain the essence of management methods.
49. Describe the groups of management methods: economic, organizational and administrative, socio-psychological.
50. Specify organizational and administrative methods of management influence according to their groups.
51. Specify socio-psychological methods of management influence according to their groups.
52. The essence of the concepts of «leadership», «conflict», «stress».
53. Elaborate on the categories of management that form the basis of leadership: leadership, power, influence.
54. Explain the essence of different types (forms) of power.
55. What aspects does the «managerial grid» by R. Blake and J. Mouton reflect, and what are the main leadership styles identified by American researchers?
56. What are the typical reasons for employees within an organization to resist organizational changes?
57. The content of the concepts «organizational development» and «organizational culture».
58. Specify the factors influencing organizational, group, and individual effectiveness in management according to the hierarchical approach to assessing management effectiveness.
59. Identify the indicators used in the logical formula for determining management effectiveness.
60. Explain the content of the goal-oriented, systemic, functional, compositional concepts of management effectiveness, as well as the concept of management effectiveness based on achieving a «balance of interests».
61. How is economic, social, and organizational effectiveness of management characterized by indicators?

Samples of tasks for independent work

1. Management is:
 - a) a science;
 - b) an art;
 - c) a process of administration;
 - d) all of the above.
2. Apologies for the confusion. Here is the matching of the statements:

a)	Management	I	Encompasses the study of laws and
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			regularities of organizational life, organizational, managerial, and interpersonal relations among workers in the production process.
b)	Subject of management	II	The main product of managerial activity.
c)	Object of management	III	A scientific means of purposeful influence on human behavior within an organization or workforce to achieve set goals.
d)	Decision	IV	The preparation, adoption, and implementation of decisions in all areas of enterprise activity aimed at achieving the main goal.
e)	Method of management	V	Labor collectives and entrepreneurs who act in the form of enterprises, associations, alliances, companies, societies.

3. General requirements for a manager are stipulated in labor legislation, internal regulations, and other documents, while specific requirements are outlined in qualification guides, job instructions, and certain other regulatory acts. (Yes or No?)

4. The criterion of management effectiveness is _____.

5. V. Vroom and _____ developed criteria for assessing the situation «_____».

6. Who developed the theory of leadership? a) Mitchell and House; b) P. Hersey and K. Blanchard; c) F. Fiedler; d) J. Homans.

7. Competitors, consumers, and suppliers are factors of: a) indirect impact of the external environment; b) internal environment; c) direct impact of the external environment; d) there is no correct answer.

8. Components of organizational success are: survival, _____, practical suitability.

9. Research indicates that when precise probability values are established, the methods of «_____» and «payoff matrix» enable the adoption of better decisions than traditional approaches.

10. The following are not among the 14 principles of management:

- a) discipline, rules and calculations, division of labor;
- b) scalar chain, unity of command, corporate spirit;
- c) subordination of personal interests to general interests, centralization;
- d) employee rewards, discipline, order, division of labor.

Oriented topics for coursework:

1. Management as a science and the art of governance.
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. Essence and main features of organizations.
8. Internal environment of an organization, interrelation of internal variables.

9. External environment of an organization and evaluation of external environmental factors.
10. Functional nature of management.
11. Management process as a set of interconnected and interacting functions, methods, and managerial decisions.
12. Planning as a general function of management.
13. Strategic planning in an organization.
14. Economic and organizational content of planning in management.
15. Essence of organizational management structure and its role in goal achievement.
16. Delegation of authority and responsibility.
17. Wage payment as a key factor in motivating labor productivity.
18. Motivation as a general function of management.
19. Modern systems and forms of work stimulation.
20. Control: essence, significance, 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 an organization.
25. Essence and significance of information in management.
26. Analysis of modern business communications.
27. Manager, their position, and role in an organization.
28. Conceptual foundations of leadership and management.
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 an organization.
34. Essence and nature of organizational development.
35. Effectiveness of organizational management, criteria, and methods of assessment.

9. Teaching methods.

Modern requirements for the training of professionals include the acquisition of basic practical skills in the application of project management, mastering the basics of methodology, technology and mastery of methods of formation, monitoring and control, management decisions at national, regional and local levels. public sphere, from the standpoint of general civilizational values, world experience and understanding of scientific achievements.

The following educational technologies and means are used to activate the process of students' learning during the study of the discipline:

- the material is clearly structured at lectures; students' attention is focused on problematic issues; specific examples of practical application of the acquired knowledge are given; students are encouraged to critically perceive new material instead of passive annotation; visual materials, schemes, tables, models, graphs are used; technical teaching aids are used: multimedia projector, slides, etc.;

- various educational technologies are introduced in practical classes: performance of practical tasks by appropriate software; analysis, interpretation and discussion of the obtained results; brain storm; presentations; work in small groups; written control of knowledge; individual and group survey; cross-checking of tasks with the subsequent argumentation of the given assessment, etc.

Mandatory elements of intensification of students' educational work are clear control of students' attendance, encouragement of educational activity, fair differentiation of grades.

Lesson planning involves the creation of prerequisites for the implementation of the following methodological principles of the educational process: - intensive use of independent student work (preparatory stage for the implementation of practical tasks and interpretation of the results); - active use of software to perform practical tasks; - compliance with strict regulations: determining the time for individual work and discussion of the results; - introduction of the principle of rationing: observance of norms and rules at performance of test tasks and practical tasks; - active support of intra-group interaction of students, involvement in the implementation of practical tasks and discussion of the results.

10. Forms of assessment

The form of control of students' knowledge in the discipline “Management” is exam.

11. Distribution of grades received by students. Evaluation of student knowledge is carried out on a 100-point scale and is converted to national grades according to Table 1 «Regulations and Examinations and Credits at NULES of Ukraine» (order of implementation dated 26.04.2023, protocol №4)

Student rating, points	National grade based on exam results	
	Exams	Credits
90-100	Excellent	Passed
74-89	Good	
60-73	Satisfactory	
0-59	Unsatisfactory	Not passed

In order to determine the rating of a student (listener) in the discipline R_{dis} (up to 100 points), the rating from the exam R_{ex} (up to 30 points) is added to the rating of a student's academic work R_{aw} (up to 70 points): $R_{dis} = R_{aw} + R_{ex}$.

12. Educational and methodological support.

Educational and methodical complex of studying the discipline «Management» (working program of the course, course of lectures, illustrative materials).

13. Recommended sources of information

1. Бірюченко С.Ю., Бужимська К.О., Бурачек І.В. та ін. Менеджмент: підручник. Житомир : Державний університет «Житомирська політехніка». Житомир : Вид-во «Рута», 2021. 856 с.
2. Денисенко М.П., Мельник Л.С. Міжнародний досвід мотивації персоналу в умовах сучасної економіки. *Вчені записки Університету «КРОК»*. 2019. С. 99.
3. Краснокутська Н.С., Нащекія О.М., Замула О.В. та ін. Менеджмент : навчальний посібник. Харків : «Друкарня Мадрид», 2019. 231 с.
4. Лазоренко Т.В., Пермінова С.О. Основи менеджменту: конспект лекцій : навч. посіб. для студентів спеціальності 073 «Менеджмент і бізнес-адміністрування». Київ : КПІ ім. Ігоря Сікорського. 2021. 166 с.
5. Kalač, V., Zukorlić-Elfić, E., Bećirović, S., & Ujkanović, E. (2020). Inovative management: Basic definitions. *Ekonomija: Teorija i Praksa*, 13(4), 77–96. <https://doi.org/10.5937/etp2004077k>
6. Wolniak R. Main functions of operations management. *Production Engineering Archives*. 2020. No 26(1). Pp. 11-14.
7. Witzel, M. (2022). *Management: The Basics*. *Management: The Basics* (pp. 1–223). Taylor and Francis. <https://doi.org/10.4324/9781003171720>