



COURSE SYLLABUS

«Management»

Degree of higher education - Bachelor
Specialization 073 Management
Educational programme «Management»
Academic year 2, semester 3,4
Form of study full-time
Number of ECTS credits 6
Language of instruction English

Lecturer of the course

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Course page on eLearn

<https://elearn.nubip.edu.ua/enrol/index.php?id=3818>

COURSE DESCRIPTION

The educational component “Management” belongs to the compulsory disciplines in the speciality Management. 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.

Competencies of the educational programme:

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.

COURSE STRUCTURE

Topic	Hours (lecture/laboratory, practical, seminar)	Learning outcomes	Tasks	Assessment
Semester 3				
Module 1. Foundations of management				
Topic 1: Basic concepts, essence, and types of management	2/2	Understand the fundamental concepts and principles of management. Define the essence of management and its role in organizations. Identify different types and levels of management.	Submitting practical work	10
Topic 2: Development of management theory and practice	2/2	Trace the historical development of management theory. Identify major schools of management thought and their contributions.	Submitting practical work	10
Module 2. Organizational management				
Topic 3: Organization: Internal and external organizational environments	2/2	Understand the impact of environmental factors on organizational effectiveness. Analyze the interrelationships between organizations and their environments.	Completing independent work (including in eLearn)	10

Topic 4: Functions of management	2/2	Explain the four primary functions of management: planning, organizing, leading, and controlling. Demonstrate knowledge of how these functions interact and contribute to organizational success.	Completing independent work (including in eLearn)	10
Topic 5: Planning function	2/2	Understand the importance of planning in the management process. Identify the steps involved in the planning process. Develop clear and achievable goals and objectives.		10
Topic 6: Organization as a management function	2/2	Explain the role and significance of organizing in the management process. Understand the principles of organizational design and structure. Develop organizational structures that facilitate coordination and communication.		10
Topic 7: Motivation	3/3	Understand the theories and concepts of motivation in the workplace. Identify factors that influence employee motivation.	Submitting practical work	10
Total for 3 semester				70
Credit				30
Semester 4				
Module 3. People management				
Topic 8: Control function	4/4	Explain the role and importance of control in the management process. Identify different types of control mechanisms and their application. Develop control systems to monitor and evaluate organizational performance.	Completing independent work (including in eLearn)	5
Topic 9: Methods of	4/4	Understand the importance of justifying	Completing independent	5

justifying management decisions		management decisions. Identify various methods and techniques for decision-making in management.	work (including in eLearn)	
Topic 10: Fundamentals of decision-making theory in management	4/4	Understand the fundamental concepts and models of decision-making. Apply decision-making techniques to solve complex management problems. Evaluate decision outcomes and learn from past decision-making experiences.	Completing independent work (including in eLearn)	10
Topic 11: Leadership and leadership styles	4/4	Understand the concept of leadership and its significance in management. Identify different leadership styles and their effects on organizational performance. Develop leadership skills and traits necessary for effective management.	Submitting practical work	
Topic 12: Management of groups and teams	4/4	Understand the dynamics of group and team behavior in organizations. Identify strategies for building and managing high-performing teams. Foster effective communication and collaboration within groups and teams.	Submitting practical work	
Module 4. Ethical and effective management				
Topic 13: Responsibility and ethics in management	4/4	Understand the importance of ethical decision-making in management. Identify ethical challenges and dilemmas in the workplace. Apply ethical frameworks and principles to guide managerial actions.	Submitting practical work	
Topic 14: Information and communication in management	4/4	Understand the role of information and communication in effective management. Identify methods and	Completing independent work (including in eLearn)	

		technologies for collecting and disseminating information.		
Topic 15: Management effectiveness	2/2	Evaluate the effectiveness of management practices in achieving organizational goals. Identify key performance indicators and metrics to assess management effectiveness. Develop strategies for continuous improvement in management processes.	Completing independent work (including in eLearn)	
Total for 4 semester				70
Exam				30
Total for course				100

ASSESSMENT POLICY

<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 STUDENT KNOWLEDGE

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

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, B., 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>