



## COURSE SYLLABUS «MANAGEMENT»

**Academic degree** - Bachelor  
**Specialty:** 073 "Management"  
**Academic programme** "Management"  
**Year of study** 2, semester 3, 4  
**Form of education:** full-time, part-time  
**Number of ECTS credits:** 6  
**The language of teaching:** English

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### Course lecturer

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

### Lecturer contact information

(e-mail)

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URL

<https://elearn.nubip.edu.ua/enrol/index.php?id=245>

Course page in eLearn

### DESCRIPTION OF THE DISCIPLINE

**The aim of the discipline** is to form in future specialists (managers) modern managerial thinking and a system of specialised knowledge in the field of management, understanding of the conceptual foundations of systematic management of organisations; acquisition of skills to analyse the internal and external environment, making adequate management decisions.

#### **Acquisition of competences:**

*Integrative competency (IC):* the ability to solve complex specialized tasks and practical problems characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioural sciences.

#### *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 activities.

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. 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 (SK):*

SK 1. Ability to identify and describe the characteristics of an organisation.

SK 2. Ability to analyze the results of the organisation's activities, compare them with the factors of influence of the external and internal environment.

SK 3. Ability to determine the prospects for the development of the organisation.

SK 4. Ability to identify the functional areas of the organisation and the links between them.

SK 5. Ability to manage the organisation and its units through the implementation of management functions.

- SK 6. Ability to act in a socially responsible and conscious manner.  
 SK 7. Ability to choose and use modern management tools.  
 SK 9. Ability to work in a team and establish interpersonal interaction in solving professional problems.  
 SK 10. Ability to evaluate the work performed, ensure its quality and motivate the staff of the organisation.  
 SK 11. Ability to create and organise effective communications in the management process.  
 SK 12. Ability to analyse and structure the problems of the organisation, to formulate reasonable solutions.  
 SK 14. Understand the principles of psychology and use them in professional activities.  
 SK 15. Ability to form and demonstrate leadership qualities and behavioural skills.  
 SK 16. Ability to identify and analyse new market opportunities, including the international business environment, formulate new ideas, develop projects and organise business process management.

**Expected Learning Outcomes (ELO):**

- ELO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.  
 ELO 4. Demonstrate skills in identifying problems and justifying management decisions.  
 ELO 8. Apply management methods to ensure the effectiveness of the organisation.  
 ELO 12. Assess the legal, social and economic impact of the organisation.  
 ELO 17. Perform research individually and / or in a group under the guidance of a leader.  
 ELO 18. Demonstrate the ability to identify prospects for enterprise development, develop projects, organise business process management based on an analysis of market opportunities and the international business environment.

**2. Programme and structure of the discipline**

<b>Topics</b>	<b>Hours</b> (lectures/lab oratory, practical, seminar)	<b>Learning outcomes</b>	<b>Tasks</b>	<b>Assessment</b>
<b>3 semester</b>				
<b>Module 1. Management system of the organisation</b>				
<b>Topic 1.</b> Introduction to management. Organisation as an object of management	<b>2/2</b>	Know the basic concepts and categories of management. Understand the principles and methods of management. Know the general and special functions of management; economic, organisational, administrative, social and psychological methods of management. Be able to distinguish and establish the relationship between general and special management functions. Understand the essence of scientific and classical theories (schools), as well as modern approaches to management. Be able to identify factors influencing the external and internal environment of the organisation. To use technologies for	Preparation of reports and presentations for seminar classes. Performing practical tasks, independent work in elearn	<b>15</b>
<b>Topic 2.</b> The concept and essence of management	<b>2/2</b>			<b>10</b>
<b>Topic 3.</b> Development of management science. Laws, patterns and principles of management.	<b>2/2</b>			<b>10</b>
<b>Topic 4.</b> Functions and methods of management	<b>2/2</b>			<b>10</b>
<b>Topic 5.</b> Fundamentals of	<b>4/4</b>			<b>15</b>

management decision-making theory		making and implementing management decisions in accordance with the situation. Develop effective communications in the management process		
<b>Topic 6.</b> Information and communication in management	<b>2/2</b>			<b>10</b>
Test for module 1				<b>30</b>
Total for content module 1				<b>100</b>
<b>Module 2. Management process in the organisation</b>				
<b>Topic 7.</b> Planning in the organisation	<b>4/4</b>	Understand the essence of the planning function in management. Know the features of planning, principles and components of the planning process, planning methods. Know the types of plans according to their classification. Understand the essence of the organisation function in management. Know the types and characteristics of organisational structures. Be able to form an effective organisational structure for a particular enterprise. Understand the essence of the function of motivation in management and its practical value. Know the main motivational theories (content and process). Be able to evaluate the effectiveness of the application of motivation theories in the practical activities of enterprises. Understand the essence of the control function in management. Know the types of control, principles and methods of management control, features of the management control process.	Preparation of reports and presentations for seminar classes. Performing practical tasks, independent work in elearn	<b>20</b>
<b>Topic 8:</b> Organisation as a management function	<b>4/4</b>			<b>20</b>
<b>Theme 9:</b> Motivation in management	<b>4/4</b>			<b>15</b>
<b>Topic 10.</b> Control as a management function	<b>4/4</b>			<b>15</b>
Test for module 2				<b>30</b>
Total for content module 2				<b>100</b>
<b>4 semester</b>				
<b>Module 3. Ensuring the effective operation of the organisation</b>				
<b>Topic 11.</b> Group management, leadership and management	<b>4/4</b>	Know the meaning of management and leadership. Understand the difference between the concepts of "management", "leadership", "power", "influence". Be able to describe the main types of leadership. Know the main forms of power, approaches to leadership, know the types of leaders. Understand the essence of the concepts of conflict and stress. Know the basic methods of conflict and stress management and be able to use them. Understand the concepts of ethics and responsibility in management, the role of social	Preparation of reports and presentations for seminar classes. Performing practical tasks, independent work in elearn	<b>20</b>
<b>Topic 12.</b> Conflicts and stress as objects of management	<b>3/3</b>			<b>10</b>
<b>Theme 13.</b> Responsibility and ethics in management	<b>2/2</b>			<b>10</b>
<b>Topic 14.</b> Managing organisational change	<b>2/2</b>			<b>10</b>
<b>Topic 15.</b> Management effectiveness	<b>4/4</b>			<b>20</b>

		responsibility of management, cultural and ethical principles of management. Know the rules of business ethics. Understand the essence of the concept of organisational change. Know the types of organisational change, the causes of resistance to change and have the skills to prevent, eliminate, reduce the level of resistance to change. Understand the essence of efficiency in management. Know the basic approaches and concepts to determining and evaluating management effectiveness.		
Test for module 3				<b>30</b>
Total for content module 3				<b>100</b>
<b>Total for academic work</b>				<b>70</b>
<b>Examination</b>				<b>30</b>
<b>Total for the course</b>				<b>100</b>

#### ASSESSMENT POLICY

<b><i>Policy on deadlines and retakes:</i></b>	Work that is submitted late without a valid excuse will be awarded a lower grade. Resitting of modules will be permitted with the permission of the course tutors, provided there are valid reasons (e.g. sick leave).
<b><i>Policy on academic integrity:</i></b>	Cheating (copying text) during written tests and exams is prohibited. The use of mobile devices is allowed only with the permission of the teacher during online testing and preparation of practical tasks.
<b><i>Attendance policy:</i></b>	Attendance is compulsory. For objective reasons (e.g. illness, international internship), training can take place individually in a remote mode (online in agreement with the dean of the faculty and the course lecturer).

#### SCALE FOR ASSESSING THE KNOWLEDGE OF HIGHER EDUCATION STUDENTS

Rating of higher education applicants, points	National grade for exam results
90-100	<i>excellent</i>
74-89	<i>good</i>
60-73	<i>satisfactorily</i>
0-59	<i>unsatisfactory</i>

#### RECOMMENDED SOURCES OF INFORMATION

1. Балановська Т. І., Гогуля О. П., Кубіцький С. О., Михайліченко М. В., Троян А. В. Управління організацією: навчальний посібник. Київ: ФОП Ямчинський О.В., 2021. 464 с.

2. Білорус Т. В. Практикум з менеджменту: навчальний посібник. Київ: Київський національний університет імені Тараса Шевченка, 2020. 185 с.
3. 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.
4. 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.
5. Горьовий В. П., Гоголя О. П., Харченко Г. А. Менеджмент і адміністрування. Практикум: навчальний посібник для підготовки фахівців спеціальності «Менеджмент». Київ: ЦП «Компринт», 2018. 305 с.
6. Лазоренко Т. В., Пермінова С. О. Основи менеджменту: конспект лекцій. Київ: КПІ ім. Ігоря Сікорського, 2021. 166 с.
7. 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.
8. 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.
9. Харченко Г.А., Гоголя О.П., Харченко В.В. Теорія організації: навчальний посібник. Київ: «ЦП «Компринт», 2020. 453 с.
10. Шкільняк М. М., Овсянюк-Бердадіна О. Ф., Крисько Ж. Л., Демків І. О. Менеджмент: навчальний посібник. Тернопіль: ЗУНУ, 2022. 258 с.
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