

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

Department of Management named after Professor J. S. Zavadskyi

**APPROVED**  
Economics Faculty

“05” June 2025

**CURRICULUM OF ACADEMIC DISCIPLINE  
“MANAGEMENT”**

Area of knowledge 07 Business and administration

Specialty 072 Finance, banking, insurance and the stock market

Academic programme Finances and credit

Faculty of Economics

Developed by: Associate Professor of the Department of Management named after  
Professor J. S. Zavadskyi PhD in Economics, Associate Professor  
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Kyiv – 2025

### Description of the discipline «Management»

Discipline “Management” is a compulsory component of the educational and professional programme “Finances and credit” for the preparation of applicants for the first (bachelor's) level of higher education in the speciality “Finance, banking, insurance and the stock market”, which lays down universal knowledge and skills in managing an organisation, team, process, etc., forms future specialists (managers) modern managerial thinking and a system of specialised knowledge in the field of management. The discipline is devoted to the study of theoretical and practical aspects of the essence and components of the management process, levels, areas of management, laws and patterns of organisational formation, principles, functions and methods of management, basics of planning, organisation, motivation and control of activities, technologies of management decision-making, concepts and approaches to determining management efficiency, management and leadership styles, information support of the management process.

Area of knowledge, specialty, academic programme, academic degree		
Academic degree	bachelor's	
Area of knowledge	07 Business and administration	
Specialty	072 Finance, banking, insurance and the stock market	
Academic programme	Finances and credit	
Characteristics of the discipline		
Type	normative	
Total number of hours	120	
Number of ECTS credits	4	
Number of modules	2	
Course project (work) (if any)	-	
Form of assessment	exam / credit	
Indicators of the discipline for full-time and part-time forms of university study		
	University study	
	full-time	part-time
Year of study	2	
Term	4	
Lectures	15 hours	
Practical classes and seminars	30 hours	
Laboratory classes	-	
Self-study	75 hours	
Number of hours per week for full-time students	3 hours	

### **1. Aim, competences and expected learning outcomes of the discipline**

**Aim** 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 system management of organisations; acquisition of skills to analyse the internal and external environment, make adequate management decisions.

#### ***Competences acquired:***

*Integral competence (IC):* the ability to solve complex specialised tasks and practical problems characterised 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 competence (GC):***

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

GC 10. Ability to work in a team.

#### ***Expected learning outcomes (ELO):***

ELO 17. Identify and plan personal opportunities professional development.

ELO 20. Perform functional duties in the group, offer reasonable financial decisions.

## 2. Programme and structure of the discipline

Modules and topics	Number of hours								
	full-time					part-time			
	weeks	total	including			total	including		
			l	p	ind.		l	p	ind.
Module 1. <i>Management system of the organisation</i>									
Topic 1. Introduction to management. Organisation as an object of management	1		1	2	42				
Topic 2. The concept and essence of management	2		1	2					
Topic 3. Development of management science. Laws, regularities and principles of management	3-4		2	4					
Topic 4. Functions and methods of management	5-6		2	4					
Total for module 1		60	6	12	42				
Module 2. <i>Management process in the organisation</i>									
Topic 5. Planning in the organisation	7-8		2	4	33				
Topic 6. Organizing as a function of management	9		2	4					
Topic 7. Motivation in management	9-10		1	2					
Topic 8. Group management, management and leadership	11		1	2					
Topic 9. Conflicts and stress as objects of management	12-13		2	4					
Topic 10. Effectiveness of management	14		1	2					
Total for module 2		60	9	18	33				
Total hours		120	15	30	75				

### 3. Topics of lectures

No.	Topic	Hours
1	Topic 1. Introduction to management. Organisation as an object of management	1
2	Topic 2. The concept and essence of management	1
3	Topic 3. Development of management science. Laws, regularities and principles of management	2
4	Topic 4. Functions and methods of management	2
5	Topic 5. Planning in the organisation	2
6	Topic 6. Organizing as a function of management	2
7	Topic 7. Motivation in management	1
8	Topic 8. Controlling as a management function	1
9	Topic 9. Group management, management and leadership	2
10	Topic 10. Effectiveness of management	1
	Total	15

### 4. Topic of laboratory (practical, seminars) classes

No.	Topic	Hours
1	Practical lesson 1. Introduction to management. Organisation as an object of management	2
2	Seminar lesson 1. The concept and essence of management	1
3	Practical lesson 2. Development of management science. Laws, regularities and principles of management	2
4	Practical lesson 3. Functions and methods of management	2
5	Seminar lesson 2. Fundamentals of management decision-making theory	1
6	Practical lesson 4. Fundamentals of management decision-making theory	2
7	Practical lesson 5. Information and communication in management	2
8	Seminar lesson 3. Planning in the organisation	1
9	Practical lesson 6. Planning in the organisation	2
10	Seminar lesson 4. Organizing as a function of management	1
11	Practical lesson 7. Organizing as a function of management	2
12	Seminar lesson 5. Motivation in management	1
13	Practical lesson 8. Motivation in management	2
14	Seminar lesson 6. Controlling as a management function	2
15	Practical lesson 9. Controlling as a management function	2
16	Seminar lesson 7. Group management, management and leadership	1
17	Practical lesson 10. Group management, management and leadership	2
18	Seminar lesson 8. Conflicts and stress as objects of management	1
21	Seminar lesson 9. Managing organisational change	1
	Total	30

## 5. Topics of self-study

No.	Topic	Hours
1	Independent work 1	42
2	Independent work 2	33
	Total	75

## 6. Methods of assessing expected learning outcomes:

- oral or written survey;
- interview;
- test;
- defending practical works.

## 7. Teaching methods:

- problem-based method;
- practice oriented studying method;
- case method;
- project education method;
- flipped classroom, mixed education method;
- research based method;
- learning discussions and debates method;
- team work, brainstorm method
- gamification studying method.

## 8. Results assessment.

The student's knowledge is assessed by means of a 100-point scale converted into the national grades according to the "Exam and Credit Regulations at NULES of Ukraine" in force

### 8.1. Distribution of points by types of educational activities

Educational activity	Results	Assessment
<b>Module 1. <i>Management system of the organisation</i></b>		
Practical lesson 1. Introduction to management. Organisation as an object of management	ELO 17, 20 To know the basic concepts and categories of management, levels of management; the main stages of formation and development of management theory and practice; laws and regularities of management; to know the principles and objectives of management and be able to implement them; to demonstrate skills in identifying the object and subject of management; to know the general and special functions of management; management methods; the essence of management decisions, basic theories and approaches to management decision-making, decision-making concepts; basic models, approaches, technologies, methods, as well as conditions for making management decisions; types and sources of information;	<b>10</b>
Seminar lesson 1. The concept and essence of management		<b>5</b>
Practical lesson 2. Development of management science. Laws, patterns and principles of management		<b>10</b>
Practical lesson 3. Functions and methods of management		<b>10</b>
Seminar lesson 2. Fundamentals of management decision-making theory		<b>5</b>
Practical lesson 4. Fundamentals of management decision-making theory		<b>10</b>
Practical lesson 5. Information and communication in management		<b>10</b>
Independent work 1		<b>10</b>

	forms and types of communication, stages and components of the communication process. To 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 interdependence of science and practice; the general model of the management system, the difference between the concepts of “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 for management. To be able to describe the organisation, identify factors of influence of the external and internal environment; identify stakeholders of the organisation; identify the main problems and directions of development of management in Ukraine, functional areas of the organisation; manage the organisation and its units through the implementation of management functions, apply management methods; divide the management process into stages; choose technology and methods of making management decisions; systematise and analyse the totality of information coming from different sources; to form and organise effective communications in the management process; identify obstacles and barriers in organisational communications, use ways to prevent and eliminate them	
Module control work 1		<b>30</b>
<b>Total for module 1</b>		<b>100</b>
<b>Module 2. <i>Management process in the organisation</i></b>		
Seminar lesson 3. Planning in the organisation	ELO 17, 20 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 organisational design; types and characteristics of organisational 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. To understand the essence of the planning function in management, features of strategic and operational planning; the essence of the	<b>5</b>
Practical lesson 6. Planning in the organisation		<b>10</b>
Seminar lesson 4. Organizing as a function of management		<b>5</b>
Practical lesson 7. Organizing as a function of management		<b>10</b>
Seminar lesson 5. Motivation in management		<b>5</b>
Practical lesson 8. Motivation in management		<b>10</b>
Seminar lesson 6. Controlling as a management function		<b>5</b>
Practical lesson 9. Controlling as a		<b>10</b>

management function	functions of organisation, motivation and control. Be able to collect the necessary information, formulate a mission, define goals, develop plans for the organisation's activities/work. To have skills in organisational design, to be able to form an effective organisational structure for a particular enterprise; to have skills in the distribution of powers; to be able to assess the effectiveness of the application of motivation theories in the practical activities of enterprises, to have skills in analysing the structure of employees' motives, justifying the means of motivational influence. To be able to apply effective tools for motivating the staff of the organisation, to have the skills to formulate control technology; to develop regulatory and coordinating actions of the manager. Be able to apply management control tools	<b>10</b>
Independent work 2		
Module control work 2		<b>30</b>
<b>Total for module 2</b>		<b>100</b>
<b>Class work</b>	<b><math>(M1 + M2 + M3)/3 \times 0,7 \leq 70</math></b>	
<b>Exam/credit</b>	<b>30</b>	
<b>Total for year</b>	<b><math>(\text{Class work} + \text{exam}) \leq 100</math></b>	

## 8.2. Scale for assessing student's knowledge

Student's rating, points	National grading (exam/credits)
90-100	excellent
74-89	good
60-73	satisfactory
0-59	unsatisfactory

## 8.3. Assessment policy

<b>Deadlines and exam retaking rules</b>	Works that are submitted late without valid reasons will be assessed with a lower grade. Module tests may be retaken with the permission of the lecturer if there are valid reasons (e.g. a sick leave)
<b>Academic integrity rules</b>	Cheating during tests and exams is prohibited (including using mobile devices). Term papers and essays must have correct references to the literature used. Independent works in the form of reports, presentations must have correct textual references to the information sources used
<b>Attendance rules</b>	Attendance is compulsory. For good reasons (e.g. illness, international internship), training can take place individually (online by the faculty dean's and the course lecturer's consent)

## 9. Teaching and learning aids:

1. E-learning course of the discipline "Management" (on the educational portal of NUBiP of Ukraine eLearn - <https://elearn.nubip.edu.ua/course/view.php?id=2160>).



2. Менеджмент: навчальний посібник / Балановська Т. І., Гоголю О. П., Троян А. В., Сотник В. В. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 606 с.
3. Гоголю 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.
4. Балановська Т. І., Гоголю О. П., Восколупов В. В. Методичні вказівки до написання курсових робіт з дисципліни «Менеджмент» для здобувачів першого (бакалаврського) рівня вищої освіти за спеціальністю 073 «Менеджмент», освітньо-професійної програми «Менеджмент». Київ, 2025. 51 с.

#### 10. Рекомендовані джерела інформації

1. Балановська Т. І., Гоголю 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., Гоголю 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. Гоголю 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. Лазоренко Т. В., Пермінова С. О. Основи менеджменту: конспект лекцій. Київ: КПІ ім. Ігоря Сікорського, 2021. 166 с.
6. Гоголю 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.
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., Гоголю 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.
10. Шкільняк М. М., Овсянюк-Бердадіна О. Ф., Крисько Ж. Л., Демків І. О. Менеджмент: навчальний посібник. Тернопіль: ЗУНУ, 2022. 258 с.
11. Управління бізнесом: навчальний посібник / Т. І. Балановська, А. В. Троян, О. М. Гавриш, В. В. Восколупов. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 303 с. URL: <http://dspace.nubip.edu.ua/handle/123456789/9825>

