

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

Department of Management named after Professor J. S. Zavadskyi

CONFIRMED

Dean of the Faculty of Economics

«18» June 2026

**CURRICULUM OF ACADEMIC DISCIPLINE
“MANAGEMENT”**

Area of knowledge 07 Management and Administration

Specialty 076 Entrepreneurship and Trade

Academic programme «Entrepreneurship, Trade and Exchange Activities»

Faculty of Economics

Developed by: Viktoriia SOTNYK, Associate Professor of the Department of Management named after Prof. Y. S. Zavadskyi, PhD in Economics, Senior Researcher.

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Description of the Academic Discipline “Management”

The purpose of the academic discipline is to develop modern managerial thinking and a system of specialized knowledge in the field of management among future professionals, to provide an understanding of the conceptual foundations of organizational management systems, and to develop skills in analyzing the internal and external environment and making effective managerial decisions. The objectives of the academic discipline are to provide theoretical and practical training for higher education students regarding the essence of the basic concepts and categories of management; the principles and functions of management; the system of management methods; the content of management processes and technologies; the fundamentals of planning, organizing, motivating, and controlling activities; managerial decision-making; information support for the management process; leadership and managerial guidance; and management effectiveness.

Area of knowledge, specialty, academic programme, academic degree		
Academic degree	<i>bachelor's</i>	
Area of knowledge	<i>07 Management and Administration</i>	
Specialty	<i>076 Entrepreneurship and Trade</i>	
Academic programme	<i>Entrepreneurship, Trade and Exchange Activities</i>	
Characteristics of the discipline		
Type	mandatory	
Total number of hours	120	
Number of ECTS credits	4	
Number of modules	2	
Course Project (Course Paper) (if applicable)	-	
Form of assessment	<i>exam</i>	
Indicators of the discipline for full-time and part-time forms of university study		
	University study	
	full-time	full-time
Year of study	3	-
Term	6	-
Lectures	<i>30 hours</i>	<i>4 hours</i>
Practical classes and seminars	<i>30 hours</i>	<i>6 hours</i>
Laboratory classes	<i>- hours</i>	<i>- hours</i>
Self-study	<i>60 hours</i>	<i>110 hours</i>
Number of hours per week for full-time students	<i>4 hours</i>	-

Aim, competences and expected learning outcomes of the discipline

The purpose of the course is to develop modern managerial thinking and a system of specialized knowledge in the field of management among future professionals, to provide an understanding of the conceptual foundations of organizational management systems, and to develop skills in analyzing the internal and external environment and making effective managerial decisions.

Prerequisite Courses - «Higher Mathematics», «History of the Development of Entrepreneurship and Management».

Competences acquired:

Integral Competence (IC): the ability to solve complex specialized tasks and problems in the areas of entrepreneurial, trading and stock exchange activities or in the process of learning, which involves the application of theories and methods of organizing and functioning of entrepreneurial, trading, and stock exchange structures and is characterized by the complexity and uncertainty of conditions.

General competence (GC):

GC 3. Ability to communicate in the state language both orally and in writing.

GC 7. Ability to work in a team

GC 10. Ability to act responsibly and consciously.

Special (professional, subject) competencies (SC):

SC 3. Ability to carry out activities in the interaction of market relations entities.

SC 5. Ability to determine and evaluate the characteristics of goods and services in entrepreneurial, trading, and exchange activities.

Programme Learning Outcomes (PLOs)

PLO 3. Have skills in written and oral professional communication in the state and foreign languages.

PLO 6. Be able to work in a team, have interpersonal interaction skills that allow achieving professional goals.

PLO 10. Demonstrate the ability to act socially responsibly based on ethical, cultural, scientific values and achievements of society.

PLO 13. Use knowledge of forms of interaction of market relations entities to ensure the activities of business, trade and exchange structures.

1. Programme and structure of the discipline

Modules and topics	Number of hours								
	full-time					part-time			
	weeks	total	including			total	including		
			l	p	s.st.		l	p	s.st.
Module 1. <i>Management System of an Organization</i>									
Topic 1. Concept and essence of management	1/1-2	12	2	4	30		2		50
Topic 2. Fundamentals of managerial decision-making theory	2-3/3-4	14	4	4				2	
Topic 3. Information and communications in management	4/5	10	2	2					
Topic 4. Group management, supervision and leadership	5-6/6-7	14	4	4					
Topic 5. Conflicts and stress as objects of management	7/8	10	2	2					
Total for module 1	60		14	16	30	54	2	2	50
Module 2. <i>The Management Process in an Organization</i>									
Topic 6. Planning in an organization	8-9/9-10	14	4	4	30		2		60
Topic 7. Organizing as a management function	10-11/11-12	14	4	4					
Topic 8. Motivation in management	12-13/13	12	4	2					
Topic 9. Control as a management function	14/14	10	2	2				2	
Topic 10. Management effectiveness	15/15	10	2	2				2	
Total for module 2	60		16	14	30	66	2	4	60
Total hours	120		30	30	60	120	4	6	110

2. Topics of lectures

No	Topic	Hours
1	Topic 1. Concept and Essence of Management	2
2	Topic 2. Fundamentals of Managerial Decision-Making Theory	4
3	Topic 3. Information and Communications in Management	2
4	Topic 4. Group Management, Supervision and Leadership	4
5	Topic 5. Conflicts and Stress as Objects of Management	2
6	Topic 6. Planning in an Organization	4
7	Topic 7. Organizing as a Management Function	4
8	Topic 8. Motivation in Management	4
9	Topic 9. Control as a Management Function	2
10	Topic 10. Management Effectiveness	2
	Total	30

3. Topic of laboratory (practical, seminars) classes

No	Topic	Hours
1	Practical lesson 1. Concept and Essence of Management	4
2	Practical lesson 2. Fundamentals of Managerial Decision-Making Theory	4
3	Practical lesson 3. Information and Communications in Management	2
4	Practical lesson 4. Group Management, Supervision and Leadership	4
5	Practical lesson 5. Conflicts and Stress as Objects of Management	2
6	Practical lesson 6. Planning in an Organization	4
7	Practical lesson 7. Organizing as a Management Function	4
8	Practical lesson 8. Motivation in Management	2
9	Practical lesson 9. Control as a Management Function	2
10	Practical lesson 10. Management Effectiveness	2
	Total	30

4. Topics of self-study

No	Topic	Hours
1	Independent Study 1. The Organization Management System	30
2	Independent Study 2. The Management Process in an Organization	30
	Total	60

5. Methods of assessing expected learning outcomes:

- oral or written assessment;
- interview;
- testing;
- presentation and defence of practical assignments.

6. Teaching methods:

- problem-based learning method;
- practice-oriented learning method;
- case study method;
- project-based learning method;
- flipped classroom and blended learning method;
- research-based learning method;
- educational discussions and debates method;
- teamwork and brainstorming method;
- gamified learning method.

7. 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
<i>Module 1. Management System of an Organization</i>		
Practical lesson 1. Concept and Essence of Management	PLOs 3, 10 Have skills in written and oral professional	10

Practical lesson 2. Fundamentals of Managerial Decision-Making Theory	communication in the state and foreign languages. Demonstrate the ability to act socially responsibly based on ethical, cultural, scientific values and achievements of society.	10
Practical lesson 3. Information and Communications in Management		10
Practical lesson 4. Group Management, Supervision and Leadership		10
Practical lesson 5. Conflicts and Stress as Objects of Management		10
Self-study work 1		20
Module control work 1		30
Total for module 1		100
Module 2. <i>The Management Process in an Organization</i>		
Practical lesson 6. Planning in an Organization	PLOs 6, 13 Be able to work in a team, have interpersonal interaction skills that allow achieving professional goals. Use knowledge of forms of interaction of market relations entities to ensure the activities of business, trade and exchange structures.	10
Practical lesson 7. Organizing as a Management Function		10
Practical lesson 8. Motivation in Management		10
Practical lesson 9. Control as a Management Function		10
Practical lesson 10. Management Effectiveness		10
Self-study work 2		20
Module control work 2		30
Total for module 2		100
Class work		(M1 + M2)/2*0,7 ≤ 70
Exam/credit		30
Total for year		(Class work + exam) ≤ 100

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

Deadlines and exam retaking rules	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)
Academic integrity rules	Cheating during tests and exams is prohibited (including using mobile devices). Self-study works in the form of reports, presentations must have correct textual references to the information sources used
Attendance rules	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)

8. Teaching and learning aids:

1. Electronic Course of the Academic Discipline “Management” (available on the NULES of Ukraine eLearn educational portal: <https://elearn.nubip.edu.ua/course/view.php?id=5782>).
2. Balanovska, T. I., Hohulia, O. P., Troian, A. V., & Sotnyk, V. V. (2024). Management: Study Guide (2nd ed.). Kyiv: COMPRINT Publishing Center. 606 p.

Recommended sources of information

1. Balanovska, T. I., Mykhailichenko, M. V., & Troian, A. V. (2020). Modern Human Resource Management Technologies: Study Guide. Kyiv: COMPRINT Publishing Center. 466 p.
2. Bilorus, T. V. (2020). Management Practicum: Study Guide. Kyiv: Taras Shevchenko National University of Kyiv. 185 p.
3. Biriuchenko, S. Yu., Buzhymyska, K. O., Burachek, I. V., et al. (2021). Management: Textbook. Edited by T. P. Ostapchuk. Zhytomyr: Ruta Publishing House. 856 p.
4. Herchikova, I. N. (2018). Management: Textbook. Kyiv: Banks and Exchanges; Statut. 480 p.
5. Hohulia, O. P., & Kharchenko, H. A. (2022). Management Practicum: Study Guide for First (Bachelor’s) Level Higher Education Students in Specialties 073 “Management” and 075 “Marketing”. Kyiv: COMPRINT Publishing Center. 428 p.
6. Malska, M. P., & Bilous, S. V. (2020). Management of Organizations: Theory and Practice: Study Guide. Kyiv: Center for Educational Literature. 190 p.
7. Afanasiev, M. V., Ippolitova, I. Ya., Ushkalov, V. V., & Murenets, I. H. (2021). Management: Educational and Practical Guide for Independent Study in Diagrams, Tables, Tests and Assignments. Edited by V. V. Ushkalov. Kharkiv: Simon Kuznets Kharkiv National University of Economics. 392 p.
8. Balanovska, T. I., Troian, A. V., Havrysh, O. M., & Voskolupov, V. V. (2024). Business Management: Study Guide (2nd ed., revised and expanded). Kyiv: COMPRINT Publishing Center. 303 p. Available at: <http://dspace.nubip.edu.ua/handle/123456789/9825>
9. Сотник, В., & Голік, В. (2026). Механізм формування ефективної системи управління конкурентоспроможними стратегіями підприємств у контексті кластерної взаємодії та інноваційної діяльності. Економіка та суспільство, (86). <https://doi.org/10.32782/2524-0072/D2026-86-167>
10. Сотник В. В. Особливості проектного управління підприємствами енергетичної галузі. Бізнес Інформ. 2025. № 1. С. 421-427. URL: https://www.business-inform.net/export_pdf/business-inform-2025-1_0-pages-421_427.pdf. DOI: <https://doi.org/10.32983/2222-4459-2025-1-421-427>