

**NATIONAL UNIVERSITY OF LIFE AND
ENVIRONMENTAL SCIENCES OF UKRAINE**
Department of Management named after Professor J. S. Zavadskyi

“APPROVED”
Faculty of Agrarian Management
“18” June 2026

**CURRICULUM OF ACADEMIC DISCIPLINE
“MANAGEMENT”**

Area of knowledge D Business, administration and law

Specialty D3 Management

Educational programme “Management”

Faculty of Agrarian Management

Developed by: Senior Lecturer of the Department of Management named after
Professor J. S. Zavadskyi Viktoriia Holik

Description of the discipline «Management»

Discipline “Management” is a compulsory component of the academic programme “Management” for the preparation of applicants for the first (bachelor's) level of higher education in the speciality D3 Management, 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, academic degree, specialty, educational programme		
Area of knowledge	<i>D Business, administration and law</i>	
Academic degree	<i>bachelor's</i>	
Specialty	<i>D3 Management</i>	
Educational programme	<i>Management</i>	
Characteristics of the discipline		
Type	compulsory	
Total number of hours	210	
Number of ECTS credits	7	
Number of modules	3	
Course project (work) (if any)	30	
Form of assessment	<i>exam / credit</i>	
Indicators of the discipline for full-time and part-time forms of university study		
	University study	
	full-time	part-time
Year of study	1, 2	1, 2
Term	2, 3	2, 3
Lectures	<i>30 hours</i>	<i>4 hours</i>
Practical classes and seminars	<i>60 hours</i>	<i>8 hours</i>
Laboratory classes	-	-
Self-study	<i>120 hours</i>	<i>198 hours</i>
Number of hours per week for full-time students	<i>4, 2 hours</i>	-

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 systemic management of organisations; to acquire the skills of analysing the internal and external environment, making adequate management decisions.

Prerequisites of the discipline “**Management**”:

1. “*Microeconomics*”.
2. “*Introduction to the Subject*”.

Acquisition of competences:

Integral competence (IC): ability to solve complex, specialised problems and practical issues characterised by complexity and uncertainty in the field of management or in the learning process, involving the application of theories and methods from the social and behavioural sciences.

General competences (GC):

GC 2. Ability to preserve and enhance moral, cultural and scientific values, and to build on society’s achievements, based on an understanding of the history and patterns of development of the subject area, its place within the overall system of knowledge about nature and society, and within the development of society, engineering and technology; and to use various types and forms of physical activity for active leisure and the pursuit of a healthy lifestyle.

GC 3. Ability to think abstractly, analyse and synthesise.

GC 5. Knowledge and understanding of the subject area and an understanding of professional practice.

Special (professional) competence (SC):

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

SC 5. Ability to manage an organisation and its departments through the implementation of management functions.

SC 12. Ability to analyse and structure organisational problems and formulate well-founded decisions.

Expected Learning Outcomes (ELO):

ELO 2. Preserve moral, cultural, scientific values and increase the achievements of society, to use various types and forms of physical activity to lead a healthy lifestyle.

ELO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

ELO 8. Apply management methods to ensure the effectiveness of the organisation.

ELO 10. Possess the skills to justify effective tools for motivating the staff of the organisation.

ELO 11. Demonstrate skills in situation analysis and communication in various areas of the organisation.

2. 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. Management system of the organisation									
Topic 1. Introduction to management. Organisation as an object of management	1		2	2	42		1		65
Topic 2. The concept and essence of management	2		2	2			1	1	
Topic 3. Development of management science. Laws, regularities and principles of management	3		2	2			1	1	
Topic 4. Functions and methods of management	4		2	2					
Topic 5. Fundamentals of management decision-making theory	5-6		4	4					
Topic 6. Information and communication in management	7		2	2					
Total for module 1		70	14	14	42	70	3	2	65
Module 2. Management process in the organisation									
Topic 7. Planning in the organisation	8-9		4	4	38		1	1	63
Topic 8. Organizing as a function of management	10-11		4	4			1	1	
Topic 9. Motivation in management	12-13		4	4			1	1	
Topic 10. Control as a management function	14-15		4	4				1	
Total for module 2		70	16	16	38	75	3	4	63
Module 3. Ensuring the effective operation of the organisation									
Topic 11. Group management, management and leadership	1-3		4	4	40			1	68
Topic 12. Conflicts and stress as objects of management	5-7		3	3					
Topic 13. Responsibility and ethics in management	9		2	2					
Topic 14. Managing organisational change	11		2	2					
Topic 15. Management effectiveness	13-15		4	4				1	
Total for module 3		70	15	15	40	70		2	68
Total hours		210	45	45	120	210	4	8	198
Course project (work)		30			30	30			30
Total hours		240	45	45	150	240	4	8	228

3. Topics of lectures

No.	Topic title	Hours
1	Topic 1. Introduction to management. Organisation as an object of management	2
2	Topic 2. The concept and essence of management	2
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. Fundamentals of management decision-making theory	4
6	Topic 6. Information and communication in management	2
7	Topic 7. Planning in the organisation	4
8	Topic 8. Organizing as a function of management	4
9	Topic 9. Motivation in management	4
10	Topic 10. Control as a management function	4
11	Topic 11. Group management, management and leadership	4
12	Topic 12. Conflicts and stress as objects of management	3
13	Topic 13. Responsibility and ethics in management	2
14	Topic 14. Managing organisational change	2
15	Topic 15. Management effectiveness	4
	Total	45

4. Topic of laboratory (practical, seminar) classes

No.	Topic title	Hours
1	Practical class 1. Introduction to management. Organisation as an object of management	2
2	Seminar class 1. The concept and essence of management	2
3	Practical class 2. Development of management science. Laws, regularities and principles of management	2
4	Practical class 3. Functions and methods of management	2
5	Seminar class 2. Fundamentals of management decision-making theory	2
6	Practical class 4. Fundamentals of management decision-making theory	2
7	Practical class 5. Information and communication in management	2
8	Seminar class 3. Planning in the organisation	2
9	Practical class 6. Planning in the organisation	2
10	Seminar class 4. Organizing as a function of management	2
11	Practical class 7. Organizing as a function of management	2
12	Seminar class 5. Motivation in management	2
13	Practical class 8. Motivation in management	2
14	Seminar class 6. Control as a management function	2
15	Practical class 9. Control as a management function	2
16	Seminar class 7. Group management, management and leadership	2
17	Practical class 10. Group management, management and leadership	2
18	Seminar class 8. Conflicts and stress as objects of management	1
19	Practical class 11. Conflicts and stress as objects of management	2
20	Practical class 12. Responsibility and ethics in management	2
21	Seminar class 9. Managing organisational change	2
22	Practical class 13. Management effectiveness	4
	Total	45

5. Topics of self-study

No.	Topic title	Hours
1	Self-study 1	42
2	Self-study 2	38
3	Self-study 3	40
	Total	120

6. Methods of assessing expected learning outcomes:

- oral or written survey;
- interview;
- test;
- defending practical works, course project (work).

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
Module 1. Management system of the organisation		
Practical class 1. Introduction to management. Organisation as an object of management	ELO 3, 8, 11 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,	10
Seminar class 1. The concept and essence of management		5
Practical class 2. Development of management science. Laws, patterns and principles of management		10
Practical class 3. Functions and methods of management		10
Seminar class 2. Fundamentals of management decision-making theory		5
Practical class 4. Fundamentals of management decision-making theory		10

Practical class 5. Information and communication in management	approaches, technologies, methods, as well as conditions for making management decisions; types and sources of information; 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	10
Self-study 1		10
Module control work 1		30
Total for module 1		100
Module 2. Management process in the organisation		
Seminar class 3. Planning in the organisation	ELO 3, 10, 11 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	5
Practical class 6. Planning in the organisation		10
Seminar class 4. Organizing as a function of management		5
Practical class 7. Organizing as a function of management		10
Seminar class 5. Motivation in management		5
Practical class 8. Motivation in management		10

Seminar class 6. Control as a management function	understand the essence of the planning function in management, features of strategic and operational planning; the essence of the 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	5
Practical class 9. Control as a management function		10
Self-study 2		10
Module control work 2		30
Total for module 2		100
Module 3. Ensuring the effective operation of the organisation		
Seminar class 7. Group management, management and leadership	ELO 2, 3, 11 To know the content of management and leadership; basic forms of power, approaches to leadership, to know the types of leaders; basic methods of conflict and stress management, to be able to use them; to know the rules of business ethics; types of organisational change, causes of resistance to change and have the skills to prevent, eliminate, reduce the level of resistance to change; basic indicators, approaches and concepts to determine and evaluate management effectiveness. To understand the difference between the concepts of “management”, “leadership”, “power”, “influence”; the essence of the concept of “group” and have the basic tools for managing groups in organisations; the essence of the concepts of conflicts and stress. To understand the essence of the concepts of “organisational change”, “management effectiveness”. To understand the concepts of ethics and responsibility in management, the role of social responsibility of management, cultural and ethical principles of management. To be able to describe the main types of leadership. To have the skills to justify and choose a leadership style. To demonstrate skills of interaction, leadership, teamwork. To be able to identify the	5
Practical class 10. Group management, management and leadership		10
Seminar class 8. Conflicts and stress as objects of management		5
Practical class 11. Conflicts and stress as objects of management		10
Practical class 12. Responsibility and ethics in management		10
Seminar class 9. Managing organisational change		10
Practical class 13. Management effectiveness		10

	causes of conflicts and stress, adapt oneself and team members to a stressful situation, find ways to neutralise it; demonstrate skills of adaptability, flexible thinking, openness to new changes. To be able to implement organisational changes with the least level of resistance; apply methods to determine the effectiveness of enterprise management	
Self-study 3		10
Module control work 3		30
Total for module 3		100
Class work	$(M1 + M2 + M3)/3 * 0,7 \leq 70$	
Exam/credit	30	
Total for year	$(\text{Class work} + \text{exam}) \leq 100$	
Course project (work)		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). Course works must have correct references to the literature used. 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)

9. Teaching and learning aids:

1. E-learning courses of the discipline "Management" (on the educational portal of NUBiP of Ukraine eLearn - <https://elearn.nubip.edu.ua/course/view.php?id=5719>, <https://elearn.nubip.edu.ua/course/view.php?id=5720>).
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3. 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.

4. Балановська Т. І., Гоголюя 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. URL: <http://dspace.nubip.edu.ua/handle/123456789/10252>

10. Рекомендовані джерела інформації

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2. Балановська Т. І., Драмарецька К. П., Гоголюя О. П. Формування команди ризик-менеджменту підприємств в умовах дефіциту людських ресурсів. *Економіка та суспільство*. 2026. № 84. DOI: 10.32782/2524-0072/2026-84-1
3. Білорус Т. В. Практикум з менеджменту: навчальний посібник. Київ: Київський національний університет імені Тараса Шевченка, 2020. 185 с.
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6. Марченко О. М. Практикум з менеджменту: навч. посіб. Львів: Львівський державний університет внутрішніх справ, 2021. 224 с.
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10. Менеджмент: підручник / Шкільняк М. М., Овсянюк-Бердадіна О. Ф., Крисько Ж. Л., Демків І. О. Тернопіль: Західноукраїнський національний університет, 2022. 258 с.
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