

**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 D5 Marketing

Educational programme “Marketing”

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»

The discipline “Management” is a compulsory component of the educational programme “Marketing” for the preparation of applicants for the first (bachelor's) level of higher education in the speciality D5 Marketing, 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 regularities 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>D5 Marketing</i>	
Educational programme	<i>Marketing</i>	
Characteristics of the discipline		
Type	compulsory	
Total number of hours	150	
Number of ECTS credits	5	
Number of modules	2	
Form of assessment	<i>exam</i>	
Indicators of the discipline for full-time and part-time forms of university study		
	University study	
	full-time	part-time
Year of study	2	1, 2
Term	3	3
Lectures	<i>30 hours</i>	<i>4 год.</i>
Practical classes and seminars	<i>30 hours</i>	<i>4 год.</i>
Laboratory classes	-	-
Self-study	<i>90 hours</i>	<i>142 год.</i>
Number of hours per week for full-time students	<i>4 hours</i>	-

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

Aim is to form in future marketing specialists 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. “*Economics*”.
2. “*Psychology*”.

Acquisition of competences:

Integral competence (IC): ability to solve complex, specialised tasks and practical problems in the field of marketing or in the learning process, which involves the application of relevant theories and methods and is characterised by complex and uncertain conditions.

General competences (GC):

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

GC 6. Knowing and understanding the subject area and understanding professional practice.

GC 7. Ability to apply knowledge in practical situations.

GC 8. Ability to conduct research at the appropriate level.

GC 9. Skills in using information and communication technologies.

GC 10. Ability to communicate in a foreign language.

Special (professional) competences (SC):

SC 3. Ability to apply theoretical principles of marketing to interpret and forecast phenomena and processes within the marketing environment.

SC 4. Ability to carry out marketing activities based on an understanding of the nature and content of marketing theory and the functional relationships between its components.

SC 5. Ability to correctly apply marketing methods, techniques and tools.

SC 6. Ability to conduct marketing research in various areas of marketing activity.

SC 7. Ability to determine the impact of functional areas of marketing on the business performance of market participants.

SC 13. Ability to plan and implement effective marketing activities for a market entity from a cross-functional perspective.

SC 14. Ability to propose improvements to the functions of marketing activities.

Expected Learning Outcomes (ELO):

ELO 6. Identify the functional areas of a market participant’s marketing activities and their interrelationships within the management system, and calculate the relevant indicators that characterise the effectiveness of such activities.

ELO 10. Explain information, ideas, problems and alternative options for management decision-making to marketing specialists and non-specialists, as well as to representatives of various organisational units within a market entity.

ELO 19. Demonstrate skills in developing a company's marketing policy; apply modern methods, concepts and tools of marketing product policy, pricing, sales, communications, consumer behaviour research and target audience identification with a view to determining the development prospects of market entities.

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. The concept and essence of management	1		2	2	55		1		71
Topic 2. Development of management science	2		2	2			1		
Topic 3. Fundamentals of management decision-making theory	3-4		4	4				1	
Topic 4. Management effectiveness	5		2	2				1	
Total for module 1		75	10	10	55	75	2	2	71
Module 2. Management process in the organisation									
Topic 5. Planning in the organisation	6-7		4	4	50		1		71
Topic 6. Organizing as a function of management	8-9		4	4			1		
Topic 7. Motivation in management	10-11		4	4				1	
Topic 8. Control as a management function	12-13		4	2				1	
Topic 9. Group management, management and leadership	13-14		2	4					
Topic 10. Information and communication in management	15		2	2					
Total for module 2		75	20	20	35	75	2	2	70
Total hours		150	30	30	90	150	4	4	142

3. Topics of lectures

No.	Topic title	Hours
1	Topic 1. The concept and essence of management	2
2	Topic 2. Development of management science	2
3	Topic 3. Fundamentals of management decision-making theory	4
4	Topic 4. Management effectiveness	2
5	Topic 5. Planning in the organisation	4
6	Topic 6. Organizing as a function of management	4
7	Topic 7. Motivation in management	4
8	Topic 8. Control as a management function	4
9	Topic 9. Group management, management and leadership	2
10	Topic 10. Information and communication in management	2
	Total	30

4. Topic of laboratory (practical, seminar) classes

No.	Topic title	Hours
1	Practical lesson 1. The concept and essence of management	2
2	Practical lesson 2. Development of management science	2
3	Seminar lesson 1. Fundamentals of management decision-making theory	2
4	Practical lesson 3. Fundamentals of management decision-making theory	2
5	Practical lesson 4. Management effectiveness	2
6	Seminar lesson 2. Planning in the organisation	2
7	Practical lesson 5. Planning in the organisation	2
8	Seminar lesson 3. Organizing as a function of management	2
9	Practical lesson 6. Organizing as a function of management	2
10	Seminar lesson 4. Motivation in management	2
11	Practical lesson 7. Motivation in management	2
12	Practical lesson 8. Control as a management function	2
13	Seminar lesson 5. Group management, management and leadership	2
14	Practical lesson 9. Group management, management and leadership	2
15	Practical lesson 10. Information and communication in management	2
	Total	30

5. Topics of self-study

No.	Topic title	Hours
1	Self-study 1	55
2	Self-study 2	35
	Total	90

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
Module 1. Management system of the organisation		
Practical lesson 1. The concept and essence of management	ELO 6, 10, 19 To know the basic concepts and categories of management. To understand the principles and methods of management. To be skilled in identifying the factors influencing the external and internal environments of an organisation; to apply, as appropriate to the situation, techniques for making and implementing management decisions; to establish effective communication in the management process	10
Seminar lesson 1. Fundamentals of management decision-making theory		10
Practical lesson 3. Fundamentals of management decision-making theory		10
Practical lesson 4. Management effectiveness		10
Self-study 1		20
Module control work 1		30
Total for module 1		100
Module 2. Management process in the organisation		
Seminar lesson 2. Planning in the organisation	ELO 3, 4, 18 To understand the nature of management functions. To be skilled in planning an organisation's activities; to establish the management structure of an organisation; to apply effective tools for staff motivation and management control; to select and apply a leadership style appropriate to the situation; to assess the effectiveness of management	3
Practical lesson 5. Planning in the organisation		8
Seminar lesson 3. Organizing as a function of management		3
Practical lesson 6. Organizing as a function of management		8
Seminar lesson 4. Motivation in management		3
Practical lesson 7. Motivation in management		8
Practical lesson 8. Control as a management function		8
Seminar lesson 5. Group management, management and leadership		3
Practical lesson 9. Group management, management and leadership		8
Practical lesson 10. Information and communication in management		8
Self-study 2		10
Module control work 2		30
Total for module 2		
Class work	$(M1 + M2)/2 * 0,7 \leq 70$	
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). 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 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., Гоголя О. П., Троян А. В., Сотник В. В. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 606 с. URL: <http://dspace.nubip.edu.ua/handle/123456789/9827>
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., Гоголя 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., Гоголя 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.
4. Власюк К. В. Стратегічний менеджмент: навчальний посібник. Львів: ЛьвДУВС, 2025. 152 с.

5. Лазоренко Т. В., Пермінова С. О. Основи менеджменту: конспект лекцій. Київ: КПІ ім. Ігоря Сікорського, 2021. 166 с.
6. Марченко О. М. Практикум з менеджменту: навч. посіб. Львів: Львівський державний університет внутрішніх справ, 2021. 224 с.
7. Менеджмент: навч. посіб. для здобувачів вищої освіти / Страпчук С. І., Миколенко О. П., Попова І. А., Пустова В. В. Львів: Видавництво «Новий Світ - 2000», 2020. 356 с.
8. Менеджмент: навч.-практ. посіб. для самост. вивч. дисципліни у схемах, таблицях, тестах та завданнях / Афанасьєв М. В., Іпполітова І. Я., Ушкальов В. В., Муренець І. Г.; за заг. ред. В. В. Ушкальова. Харків: ХНЕУ ім. С. Кузнеця, 2021. 392 с.
9. Менеджмент: підручник / Бірюченко С. Ю., Бужимська К. О., Бурачек І. В. та ін.; за заг. ред. Т. П. Остапчук. Житомир: Вид-во «Рута», 2021. 856 с.
10. Менеджмент: підручник / Шкільняк М. М., Овсянюк-Бердадіна О. Ф., Крисько Ж. Л., Демків І. О. Тернопіль: Західноукраїнський національний університет, 2022. 258 с.
11. Основи менеджменту і маркетингу: навчальний посібник / Рижакова Г. М., Яковенко В. Б., Івахненко І. С. та ін. Київ: КНУБА, 2024. 176 с.
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14. Сучасний менеджмент у схемах і таблицях: навч. посіб. Ч. 1 / Іванова Н. С., Приймак Н. С., Карабаза І. А. та ін. Кривий Ріг: ДонНУЕТ ім. М. Туган-Барановського, 2021. 248 с.
15. Управління бізнесом: навч. посіб. Вид. 2-ге, перероб. і допов. / Балановська Т. І., Троян А. В., Гавриш О. М., Восколупов В. В. Київ: ЦП «КОМПРИНТ», 2024. 303 с. URL: <http://dspace.nubip.edu.ua/handle/123456789/9825>
16. Харченко Г. А., Гоголя О. П., Харченко В. В. Теорія організацій: навч. посіб. для здобувачів першого (бакалаврського) рівня вищої освіти спеціальностей 073 «Менеджмент». Київ: ЦП «КОМПРИНТ», 2023. 456 с. URL: <http://dspace.nubip.edu.ua/handle/123456789/9331>