

**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 “International Business 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»

The discipline “Management” is a compulsory component of the educational programme “International Business 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 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>D3 Management</i>	
Educational programme	<i>International Business Management</i>	
Characteristics of the discipline		
Type	compulsory	
Total number of hours	180	
Number of ECTS credits	6	
Number of modules	2	
Course project (work) (if any)	30	
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	-
Term	3	-
Lectures	<i>30 hours</i>	-
Practical classes and seminars	<i>60 hours</i>	-
Laboratory classes	-	-
Self-study	<i>90 hours</i>	-
Number of hours per week for full-time students	<i>6 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. EC 9.1 – Microeconomics.
2. EC 11 – Introduction to Speciality.
3. EC 20 – Organisation Theory.

Acquisition of competences:

Integral competence (IC): Ability to solve complex, specialised problems and practical issues characterised by complexity and uncertainty of conditions, in the field of management or in the process of learning, which involves 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 upon the achievements of society, 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 in the development of society, engineering and technology; and to utilise various types and forms 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) competences (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 the organisation's problems and formulate well-founded decisions.

Expected Learning Outcomes (ELO):

ELO 2. Preserve moral, cultural and scientific values and build on society's achievements, utilizing various types and forms of physical activity to lead a healthy lifestyle.

ELO 3. Demonstrate knowledge of management theories, methods and functions, as well as contemporary leadership concepts.

ELO 8. Apply management methods to ensure the organisation's operational effectiveness.

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

ELO 11. Demonstrate skills in analysing situations and communicating across various areas of the organisation's activities.

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	4	48				
Topic 2. The concept and essence of management	2		2	4					
Topic 3. Development of management science. Laws, regularities and principles of management	3		2	4					
Topic 4. Functions and methods of management	4		2	4					
Topic 5. Fundamentals of management decision-making theory	5		2	4					
Topic 6. Information and communication in management	6		2	4					
Topic 7. Management effectiveness	7		2	4					
Total for module 1		90	14	28	48				
Module 2. Management process in the organisation									
Topic 8. Planning in the organisation	8-9		3	4	42				
Topic 9. Organizing as a function of management	9-10		3	6					
Topic 10. Motivation in management	10-11		3	6					
Topic 11. Control as a management function	11-12		3	4					
Topic 12. Group management, management and leadership	13		2	4					
Topic 13. Conflicts and stress as objects of management	15		1	4					
Topic 14. Responsibility and ethics in management	15		1	4					
Total for module 2		90	16	32	42				
Total hours		180	30	60	90				
Course project (work)		30			30				
Total hours		210	30	60	120				

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	2
6	Topic 6. Information and communication in management	2
7	Topic 7. Management effectiveness	2
8	Topic 8. Planning in the organisation	3
9	Topic 9. Organizing as a function of management	3
10	Topic 10. Motivation in management	3
11	Topic 11. Control as a management function	3
12	Topic 12. Group management, management and leadership	2
13	Topic 13. Conflicts and stress as objects of management	1
14	Topic 14. Responsibility and ethics in management	1
	Total	30

4. Topic of laboratory (practical, seminar) classes

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

28	Seminar lesson 13. Conflicts and stress as objects of management	2
29	Practical lesson 16. Conflicts and stress as objects of management	2
30	Seminar lesson 14. Responsibility and ethics in management	2
	Total	60

5. Topics of self-study

No.	Topic title	Hours
1	Self-study 1	48
2	Self-study 2	42
	Total	90

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		
Seminar lesson 1. Introduction to management. Organisation as an object of management	ELO 2, 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; demonstrate skills in identifying the object and subject of management; know the general and special functions of management; management methods; the essence of management	4
Practical lesson 1. Introduction to management. Organisation as an object of management		5
Seminar lesson 2. The concept and essence of management		4
Practical lesson 2. The concept and essence of management		5
Seminar lesson 3. Development of management science. Laws, regularities		5

and principles of management	decisions, basic theories and approaches to	
Practical lesson 3. Development of management science. Laws, regularities and principles of management	management decision-making, concepts of decision-making;	5
Seminar lesson 4. Functions and methods of management	basic models, approaches, technologies, methods, as well as conditions for making management decisions; types and sources of information;	4
Practical lesson 4. Functions and methods of management	forms and types of communication, stages and components of the communication process; basic indicators, approaches and concepts to determine and evaluate the effectiveness of management.	5
Seminar lesson 5. Fundamentals of management decision-making theory	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;	5
Practical lesson 5. Fundamentals of management decision-making theory	general model of the management system, the difference between the concepts of “management”, “management”, “business”, “entrepreneurship”, “art of management”;	4
Seminar lesson 6. Information and communication in 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 communications in management; the role of information in the communication process.	5
Practical lesson 6. Information and communication in management	To be able to characterize the organization, identify factors of influence of the external and internal environment; identify stakeholders of the organization; identify the main problems and directions of development of management in Ukraine, functional areas of the organization; manage the organization 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; systematize and analyze the totality of information coming from different sources; to form and organize effective communications in the management process; identify obstacles and barriers in organizational communications, use ways to prevent and eliminate them; apply methods to determine the effectiveness of enterprise management	5
Seminar lesson 7. Management effectiveness		4
Practical lesson 7. Management effectiveness		5
Self-study 1		5
Module control work 1		30
Total for module 1		100
Module 2. Management process in the organisation		
Seminar lesson 8. Planning in the organisation	ELO 2, 8, 10, 11	3
Practical lesson 8. Planning in the organisation	To know the features of planning, principles and components of the planning process, planning methods; types of plans by their	5

Seminar lesson 9. Organizing as a function of management	classification features; the essence of the components of organizational design; types and characteristics of organizational 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; the content of management and leadership; basic forms of power, approaches to leadership, know the types of leaders; basic methods of conflict and stress management, be able to use them; to know the rules of business ethics. To understand the essence of the planning function in management, features of strategic and operational planning; the essence of the organising, motivating and controlling functions of management. To understand the difference between the concepts of “management”, “leadership”, “power”, “influence”; the essence of the concept of “group” and to know the basic tools for managing groups in organisations; the essence of the concepts of conflict and stress. To 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, 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; develop regulatory and coordinating actions of the manager. To be able to apply management control tools. 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 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	3
Practical lesson 9. Organizing as a function of management		5
Practical lesson 10. Organizing as a function of management		4
Seminar lesson 10. Motivation in management		3
Practical lesson 11. Motivation in management		5
Practical lesson 12. Motivation in management		5
Seminar lesson 11. Controlling as a management function		3
Practical lesson 13. Controlling as a management function		5
Seminar lesson 12. Group management, management and leadership		3
Practical lesson 14. Group management, management and leadership		5
Seminar lesson 13. Conflicts and stress as objects of management		3
Practical lesson 15. Conflicts and stress as objects of management		5
Seminar lesson 14. Responsibility and ethics in management		3
Practical lesson 16. Responsibility and ethics in management		5
Self-study 2		5
Module control work 2		30
Total for module 2	100	

Class work	$(M1 + M2)/2 * 0,7 \leq 70$	
Exam/credit	30	
Total for year	(Class work + 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 course of the discipline "Management" (on the educational portal of NUBiP of Ukraine eLearn - <https://elearn.nubip.edu.ua/course/view.php?id=3818>).
2. Менеджмент: навчальний посібник / Балановська Т. І., Гогуля 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. Гогуля 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., Гогуля 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., Гоголю 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 самот. вивч. дисципліни у схемах, таблицях, тестах та завданнях / Афанасьєв М. В., Іполітова 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>
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