
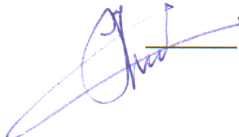


**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES  
OF UKRAINE**

Department of production and investment management

**“APPROVED”**  
Dean of the Faculty  
Ostapchuk A.D.  
“ ” \_\_\_\_\_ 2022

**“ENDORSED”**  
by the department`s meeting of  
production and investment management  
Record №9 dated on “27” April 2022  
Head of the Department  
 \_\_\_\_\_ Dielini M.M.

**”REWIEVED”**  
Guarantor of the academic program  
”Management”  
 \_\_\_\_\_ Lutsiak V.V.

*Work program of the academic discipline*

**MANAGEMENT**

Specialty: 073 «Management»  
Academic program: Management  
Faculty of agrarian management  
Developer: Orekhivskyi V.G., Ph.D,  
Associate professor, department of production and investment management

Kyiv – 2022

## 1. Academic discipline description: Management

<b>Field of knowledge, specialty, academic program, academic degree</b>			
Academic degree	<i>Bachelor</i>		
Specialty	<i>073 Management</i>		
Academic program	<i>Management</i>		
<b>Characteristics of the academic discipline</b>			
Kind	Compulsory		
Total number of hours	180		
The number of ECTS credits	6		
The number of content modules	4		
Course project (work) (if available)	25		
Form of control	<i>Exam</i>		
<b>Indicators of academic discipline for full-time and part-time forms of study</b>			
	Full-time study		Part-time study
Year of preparation	2	2	
Semester	3	4	
Lectures	<i>30 h.</i>	<i>15 h.</i>	<i>h.</i>
Practical classes			<i>h.</i>
Laboratory classes	<i>30 h.</i>	<i>15 h.</i>	<i>h.</i>
Independent study	<i>30 h.</i>	<i>60 h.</i>	<i>h.</i>
Individual classes			<i>h.</i>
The number of weekly classroom hours for full-time study	<i>4 h.</i>	<i>4 h.</i>	

## **1. Purpose, tasks and competency of the study discipline**

### **Discipline role in the educational system**

The program proposed has been aimed to provide the theoretical and practical skills for the administration needs within the organizations of different forms, and this within the market environment. The object of the discipline includes general patterns, formation principles, functioning and development of management system in an organization. The program is connected with all disciplines, which are characterizing the object of management or its particular functions. These are economic, financial and juridical courses, thus providing a basis for the consequent study of all managerial courses.

### **Skills and knowledge requirements to be met after completing the course**

The student has to acquire understanding of the following:

- essence and history of management;
- organization core, and its correlation with external environment;
- principles and functions of management;
- basics of planning, organization, motivation and controlling;
- managerial decision making;
- supervision and leadership, styles of management;
- theory of conflicts and methods of their solving;
- management ethics;
- principles of ecological management;
- efficiency and effectiveness in business;
- defining of mission and goals;
- information management;
- Organizational culture
- Sustainability and Modern Economic Environment

### **Acquiring competencies: General Competencies (GC):**

GC 3. Ability to abstract thinking, analysis, synthesis

GC 4. Ability to apply knowledge in practical situations

GC 5. Knowledge and understanding of the subject area and understanding of professional activity

GC 11. Ability to adapt and act in a new situation

GC 13. Appreciation for diversity and multiculturalism

GC 14. Ability to work in an international context

### **Professional (special) competencies (PC):**

PC 3. Ability to determine the prospects for the development of the organization

PC 4. Ability to manage the organization and its departments through the implementation of management functions

PC 7. Ability to choose and use modern management tools

PC 9. Ability to work in a team and establish interpersonal interaction in solving professional tasks

**2. Program and Structure of the course (full time study)**

Назви змістових модулів і тем	Кількість годин													
	денна форма							заочна форма						
	тижні	усього	у тому числі					усього	у тому числі					
			л	п	лаб	інд	с.р.		л	п	лаб	інд	с.р.	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	
<b>Module 1. Innovative Management and Research</b>														
Тема 1. Innovative management for a changing world			5	5			5							
Тема 2. Environment and corporate culture			5	5			3							
Тема 3. Decision making			5	5			3							
Разом за змістовим модулем 1			15	15										
<b>Module 2. Managerial Design and Goals Development</b>														
Тема 4. Planning and goal setting			5	5			3							
Тема 5. Designing adaptive organizations			10	10			3							
Разом за змістовим модулем 2			15	15										
<b>Module 3. Leading and Motivating in Management</b>														
Тема 6. Leadership function in management			4	4			5							
Тема 7. Motivation technologies in management			4	4			5							
Разом за змістовим модулем 3			8	8										
<b>Module 4. Managerial Performance and Business Ethics</b>														
Тема 8. Quality Performance and Evaluation			4	4			5							
Тема 9. Managing social responsibility and ethics			3	3			4							
Тема 10. International Management ( <i>optional</i> )														
Разом за змістовим модулем 4			7	7										
<b>Усього годин</b>			<b>45</b>	<b>45</b>										
Курсовий проект (робота)		<b>25</b>	-	-	-		-		-	-	-		-	
Контроль знань		<b>15</b>												
<b>Усього годин</b>		<b>130</b>												

## ***Module 1. Innovative Management and Research***

### **Topic 1. Innovative Management for a Changing World**

History of management. Robert Owen, Charles Babbage, Henry Ford, Mary P. Follett, Peter Drucker, Henry Towne, Frederick W. Taylor, The Gilbreths, Max Weber, Henry Fayol, Chester Barnard, Abraham Maslow, Douglas McGregor and other management theoretic. Definition of management. Management hierarchy. Vertical and horizontal dimensions. Types of organizations. Managerial education. Individual contributors, supervisory, middle and top level managers. The management process.

Managerial roles and work methods. Key managerial skills and performance. The concepts of efficiency and effectiveness. External and internal environments. Social responsibility and ethics in modern management. Introducing core management functions.

### **Topic 2. The Environment and Corporate Culture**

Comparative evaluation of external vs. internal Environment. Organization vs. environment relationship. Organization and environment adapting strategies. Internal environment: corporate culture. Types of corporate culture. Cultural leadership. Corporate culture visible and invisible values.

### **Topic 3. Decision Making in Management**

The planning process. Major components of planning. Organizational mission, mission statement, goal, plan. Main components of mission statement. The nature of organizational goals. Levels of goals. Hierarchy of goals. Benefits of goals. Goal commitment. Strategic, tactical and operational plans. Single-Use and Standing plans. Time horizons of goals and plans.

## ***Module 2. Managerial Design and Goals Development***

### **Topic 4. Planning and Goal Setting**

Management by objectives (MBO). The structure of MBO process. Strengths and weaknesses of MBO. The concept and process of Strategic Management. Strategy formulation and strategy implementation. Decision tree. Competitive and absolute advantages. Levels of strategy. Environmental and Organizational Assessments. Competitive analysis in strategy formulation. SWOT analysis. Porter's Five Competitive Forces Model. BCG (Boston Consulting Group) Growth-Share Matrix.

### **Topic 5. Designing Adaptive Organizations**

The basic elements of organizational structure. Organization charts, job design. Chain of command. Alternative work schedules. Methods of vertical and horizontal coordination. Formalization. Types of departmentalization. Span of management. Levels in the hierarchy: tall structure and flat structure. Downsizing and Restructuring.

Delegation of responsibility. Line and Staff Positions. Line and functional authorities. Slack resources. Information systems. Lateral Relations.

Assessing alternative structures. Functional, Divisional, Hybrid and Matrix Structures. Contingency factors: technology, size, environment.

The concept of human resource management. Human resource planning, staffing, development, evaluation, compensation.

### ***Module 3. Leading and Motivating in Management***

#### **Topic 6. Leadership Function in Management**

Leadership. Sources of leader power. Leader behaviors: autocratic, democratic, liberal. The Managerial Grid (by Robert A. Blake and Jane S. Mouton). Fielder's Leadership theories (contingency model). Situational Leadership Theory (Paul Hersey and Kenneth H. Blanchard). Normative Leadership Model (Victor H. Vroom and Philip W. Yetton). Path-Goal Theory (Robert J. House and colleagues).

The nature of managerial communication. Types of communication. Basic components of the communication process. Communication skills. Communication channels. Foundations of Work Groups. Work Group Inputs and Processes. Managing Conflicts.

#### **Topic 7. Motivation Technologies in Management**

The nature of motivation. Needs, Motivation and Satisfaction. Needs Theories. Hierarchy of Needs Theory (Abraham Maslow). ERG Theory (Clayton Alderfer). Two-Factor Theory (Frederick Herzberg). Acquired-Needs Theory (David C. McClelland).

Cognitive Theories. Expectancy Theory (Victor H. Vroom). Equity Theory (J. Stacy Adams). Goal-Setting Theory (Edwin A. Locke and Gary P. Latham). Approaches to managing for productivity and quality. Theories "X" and "Y" (Douglas McGregor).

Reinforcement Theory and Social Learning Theory. Motivation and Compensation. Types of stimulus. Individual and Group Motivation.

### ***Module 4. Managerial Performance and Business Ethics***

#### **Topic 8. Quality Performance and Evaluation**

Controlling as a Management Process. Subject and Object in Controlling. Role of Controls and Levels of Control. Steps in the Control Process. Types of Control. Managerial Control Styles. Assessing Control Systems.

Major Control Systems. Financial Control. Financial Statements, Financial Audits. Budgetary Control. Types of Budgets, The Budgetary Process. Quality Control. Inventory Control. HACCP, ISO systems. Strategic Implications of Quality. Quality Assurance Institutions.

The Nature of Information Systems and their importance in the controlling process. Information Needs by Managerial Level. Characteristics of Useful Information. Impacts of Information Technology on Organizations.

Operations Management and Controlling Function. The Operations Management Process. Operations Strategy. Developing and Implementing Operating Systems.

### **Topic 9. Managing Social Responsibility and Ethics**

Organizational Social Responsibility. Major Perspectives, Social Stakeholders. Social Demands and Expectations. Social Forecasting, Social Audits. Issues Management. Social Scanning. Corporate Philanthropy. Internal Social Response Mechanisms.

Types of Managerial Ethics. Ethical Behavior. Principles for Ethical Management, Ethical Guidelines for Managers.

### **Topic 10. International Management (optional)**

The Nature of International Management. Character of International Business. International Trade and International Operations. Balance of Trade. International Capital Flows, Foreign Exchange Markets. Policies that Restrain and Support International Trade and Investment. Organizations Engaging in International Management. The International Environment: The Economic Element, The Legal-Political Element, The Sociocultural Element. Globalization.

International Strategic Issues. Methods of International Entries. Multinational Corporation Strategies. Global Matrix Structure. Organizing International Business. Adapting to Cultural Differences. International Social Responsibility.

### **3. Topics of seminars**

### **4. Topics of practical classes**

### **5. Topics of laboratory classes**

№ з/п	Topic	Number of hours
1	Management schools	6
2	Corporate culture	5
3	Planning function	5
4	Organizing function	6
5	Contemporary leadership	6
6	Motivation systems	6
7	Managerial performance	6
8	Business ethics	5
	Total	45

## **6. Control questions to evaluate students' knowledge, tests for attestation**

1. Discover the essence of the concepts of "management"
2. Which qualities should a modern manager have?
3. What is the difference between the concepts of "management" and "administration"?
4. Discover the essence of management decision-making models. Stages of planning.
5. Indicate what mandatory requirements must be met by any organizational entity?
6. The meaning of the concept of "organization".
7. What are the general features of the organization?
8. Explain the content of the main features of the organization according to the relevant criteria (types of resources, subsystems of the environment, areas of management (by functional attribute), the level of management, the direction of relationships)
9. What factors belong to the internal environment of the organization?
10. What factors belong to the auxiliary external environment of the organization?
11. Which factors belong to the external environment of the organization?
12. What methods are used to implement forms of environmental uncertainty management (adaptation to existing elements of the environment, favorable impact on the environment, change of scope)?
13. Discover the essence of the main categories of the discipline "Management".
14. The concept of "ideal bureaucracy": the essence, advantages and disadvantages, the founders.
15. Describe the basic models of organizations from the standpoint of their main management functions and performance parameters.
16. Ten main roles (according to G. Minzberg), which are performed by managers in the organization.
17. Steps of management according to the concept of F. Taylor.
18. Stages of development of science management.
19. Define the concept of "communication". Communications and their classification
20. Discover the essence of the main types of information.
21. Stages of the communication process.
22. Explain the content of basic and specific functions of management.
23. Control, stages of control.
24. Types of control over their classification features.
25. Describe the types of control over the object and place of implementation in the organization.
26. Explain the advantages and disadvantages of the main methods of measuring the actual performance of work in the control process.
27. What changes in the behavior of subordinates occur under the influence of control?



28. Tools of certain types of control.
29. Discover the essence of individual elements of the plan (goals, program, regulations, rules, methods, procedures).
30. Discover the essence of the historical stages of development of the planning system.
31. Name the benefits of strategic planning. Levels of strategies.
32. Stages of strategic planning. Goals and their types.
33. What is the role of the mission in the organization?
34. The essence of the concept of "goal tree".
35. SWOT matrix.
36. "Decision tree", its main elements.
37. Motivation, theories of motivation.
38. Discover the essence of the category of management: organizational structure; organization; organizational activities.
39. Describe the main elements of the organizational process.
40. What are the organizational parameters?
41. Discover the content of theories of organization: classical theory, neoclassical (behavioral) theory, modern theory.
42. Indicate the main situational factors, according to modern theory of organization, which affect the formation of organizational structure?
43. Explain the content of the following types of powers: line powers, staff powers, functional powers.
44. Which coordination mechanisms belong to the vertical and horizontal types of coordination?
45. Indicate the advantages and disadvantages of divisional and matrix organizational structures.
46. Explain the essence of the main methods used to select the type of management structure (method of analogies, expert-analytical, structuring goals, organizational modeling).
47. What are the requirements to meet the goals to ensure the viability of the organization?
48. Describe the groups of management methods: economic, organizational and administrative, socio-psychological.
49. Specify the methods of management of organizational and administrative influence by their groups.
50. Specify the methods of management of socio-psychological influence by their groups.
51. The meaning of "leadership", "conflict", "stress".
52. Discover the essence of the categories of management that underlie leadership: leadership, power, influence.
53. The meaning of "organizational development", "organizational culture (organizational culture)".
54. Specify what factors affect the organizational, group, individual effectiveness of management according to the level approach to assessing the effectiveness of management?

55. Indicate the indicators on which the logical formula for determining the effectiveness of management is calculated.
56. Explain the content of the target, systemic, functional, compositional concepts of management effectiveness and the concept of management effectiveness based on achieving a "balance of interests".
57. What indicators characterize the economic, social, organizational efficiency of management?
58. Indicate what are the reasons that usually lead to resistance to organizational change by employees of the organization?
59. Discover the essence of management methods.
60. What aspects is reflected in the field of "management grid (grids, grids)" by R. Blake and J. Mouton, which are the main leadership styles identified by American researchers.

**Test Cases (example):**

Question 1. The object of management is ... (choose appropriate):

1	The process of hiring new personnel
2	Inventory control
3	Organization and its an effective functioning
4	Sales of products
5	Personnel and its motivation
6	External and internal environments of organization

Question 2. Managerial information: data that have been analyzed into a form that ... (to complete)

Question 3. Which of the following can be called as a source of leader power (choose):

1	Decision power
2	Coercive power
3	Democratic power
4	Reward power
5	Expert power
6	All above

Question 4. Place the MBO steps in their logical consequence:

1	Formulate action plans
2	Develop overall goals (mission, strategic plans)
3	Appraisal of performance by meeting with subordinates after a year
4	Establishing goals for various levels of an organization
5	Provision of self-control

Question 5. To unite the planning components with their correct meanings:

	<i>Component</i>		<i>Meaning</i>
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A	Mission statement	1	End result organization wishes to achieve
B	Goal	2	Purpose of organizational existence
C	Mission	3	Efficiency and effectiveness
D	Plan	4	Declaration of purpose and scopes of operations
E	Goal attainment	5	Means devised to reach a goal

Question 6. Divisional organizational structure incorporates the following elements (choose appropriate):

1	Matrix stages
2	Product divisions
3	Contingence factors
4	Customer divisions
5	Division by functions
6	Geographical divisions
7	All above

Question 7. The communication process consists of: ..... (define the major components)

Question 8. “Span of Management” means:

1	Line of authority that links individuals with the top organizational position
2	Degree to which the work is broken down into various jobs
3	Number of subordinates reporting directly to a specific manager
4	Human Resources evaluation and development

Question 9. M. Porter “Five Competitive Forces Model” analyses (choose appropriate):

1	Competitive advantages of the company
2	Profit opportunities and threats of losses
3	Nature of competition in a given industry
4	Development strategies of the company
5	Bargaining power of customers

Question 10. Integrate the key points from “The Managerial Grid” (R.Blake and J.Mouton) according to their characteristics and with location on coordinate axis:

	Name of the position		Location (X,Y)		Characteristics of the position
A	Authority-Obedience	1	1.1.	a)	People interdependence, relationships build on trust and respect
B	Team Management	2	9.1.	b)	Thoughtful attention to needs of people, friendly organization atmosphere
C	Organization Man	3	9.9.	c)	Minimum degree of interfere of

	Management (OMM)				human elements
D	Country Club Management	4	5.5.	d)	Minimum effort to get required work done, liberal style
E	Impoverished Management	5	1.9.	e)	Balancing of production aspects with maintaining morale of employees

## 7. Study Methods

Combination of lectures and practical classes according to the schedule. Development of presentations and graphic data for better learning materials. In particular, the use of materials from the University of Ohio (USA), obtained during the Faculty Exchange Program (FEP 2014-2020, USDA). Conducting business games and case studies. Providing information from own practical experience regarding management practice in Ukraine and abroad. Analysis of current legislation of Ukraine and its impact on the features of management in the agricultural sector. Additionally, independent processing of individual tasks.

Practical cases: Students prepare the “Company Analysis” Project – work in groups under Instructor’s supervision; prepare presentation and defend it.

## 8. Forms of performance evaluation

Criteria for assessing the implementation of educational tasks is one of the main ways to test the knowledge, skills and abilities of students in the discipline of "Management". When evaluating tasks, the completeness and correctness of their performance should be taken as a basis. The following skills and abilities of students should be taken into account: differentiate, integrate and unify the acquired knowledge; present the material logically and consistently; use additional literature. There are four intermediate forms of monitoring student performance, after completing the topics of content modules. Final test (exam) at the end of the semester.

## 9. Calculation and evaluation of students’ points

Assessment of student knowledge is on a 100-point scale, to be translated into national system in accordance with Table 1 "Regulations on examinations and tests in NULES of Ukraine" (Order dd. 27.12.2019 № 1371)

Students ratio, points	National evaluation	
	Exams	Tests
90-100	Excellent	Accepted
74-89	Good	
60-73	Satisfactory	
0-59	Non-satisfactory	Not accepted

To determine the rating of the student (listener) for mastering the discipline  $R_{\text{дис}}$  (up to 100 points), the ratio obtained for attestation (up to 30 points) to be added to the rating of the student for educational work  $R_{\text{НР}}$  (up to 70 points):  $R_{\text{дис}} = R_{\text{НР}} + R_{\text{АТ}}$ . There are four intermediate forms of monitoring student performance, after the completion of topics in the content modules Final test (exam) at the end of the semester.

The “Excellent” grade to be awarded to a student who has completely acquired the studying material, and is able to present it logically and thoroughly. The theory would be connected with practice. A student provides a background to correct answers, possesses different methodological skills and is able to solve additional exercises.

The “Good” grade is dedicated to a student who has acquired the studying material, provides mostly correct answers, being able to use theoretical approaches at exercising of practical cases.

The grade “Satisfactory” to be conferred to a student who has learned only studying materials, but not in details; there are some mistakes made, not thorough implementation in doing exercises and non-consecutive in responses.

To be evaluated with the grade “Failure” a student has not learned a most of studying material, allows fatal errors and is slow with practical exercises solutions.

## 10. Methodology support

Educational and methodical complexes to study the discipline (work programs, illustrative materials, presentations, lecture courses). The Power Point presentations, case studies and other materials have been developed.

## 11. Literature

1. Гудзинський О.Д. Менеджмент в системі агро бізнесу. К.: Урожай, 1994. 240 с.
2. Грейсон Дж. К. мл., О'Делл К. Американський менеджмент на порозі ХХІ века: Пер. с англ./ Авт. предисл. Б.З.Мильнер. - М.: Экономика, 1991. - 319с.
3. Завадський Й.С. Менеджмент. Підручник.- К.: УФІМБ, 2000.- Т. 1 - 543 с.
4. Мескон М.Х., Альберт М., Хедоури Ф. Основы менеджмента/ Пер. с англ. – М.: Дело, 1992. – 702 с.
5. Портер М.Е. Стратегія конкуренції / Пер. з англ. А.Олійник, Р.Скільський.- К.: Основи, 1997.- 390 с.
6. Якокка Л. Кар'єра менеджера. У.Новак (при участии); В.В.Каданников (общ. ред. и предисл.); Р.И.Столпер (пер. с англ.). — Тольятти: Изд. дом “Довгань”, 1995. — 359 с.
7. Beverly Fleisher. Agricultural risk management, 2005. – 150 p.
8. Gary A. Yukl, “Leadership in Organizations”, 4th ed., Prentice Hall, Englewood Cliffs, N.J., 2011.
9. Gail L. Cramer, Clarence W. Tensen. Agricultural economics and agribusiness. 7th edition, 2012. —530 p.
10. Hagedorn, K. (2003). Institutions and agricultural Economics, Journal of Economic Issues 27, No. 3, pp. 849-886
11. Hill N.B. An Introduction to economics for student of Agriculture, 2008. 347 p.

12. John M. Barron, Gerald J. Lynch. Economics, 1986. 510 p.
13. Kenneth L. Casavant, Craig L. Infanger, Deborah E. Bridges Agricultural Economics and Management, 2012. 433 p.
14. Kirschke, D.; Noleppa, S. (2005): Policy making and Policy Research for Agriculture in Transition: some issues and open questions. In: GFA (ed.): Transforming Agriculture and Agro-Industry: policies, concepts and cases from Central and Eastern Europe. Kiel: vauk, pp. 3-22
15. Krugmann, P.R.; Obstfeld, M. (2014): International Economics: Theory and Policy. 7th. ed. Reading: Addison-Wesley, pp. 187-209
16. Michael L. Reed (2008) International Trade in Agricultural Products. 3rd ed. Prentice Hall.
17. Michael Boehlje. Farm Management, 2011. 806 p.
18. Milton M. Snodgrass, L.T. Wallace. Agriculture, Economics and Resource Management, 2003. 521 p.
19. Robert B. Ekelund, Robert D. Tollison. Microeconomics, 2006. 562 p.
20. Robert S. Pindyck, Daniel L. Rubinfeld. Microeconomics, 2009. 700 p.
21. Ronald D. Knutson, J.B. Penn (2016). Agricultural and Food Policy. 6-th ed. Prentice Hall.
22. Richard G. Lipsey, Peter O. Steiner, Douglas D. Purvis. Economics, 2000. 942 p..
23. Tony Giles, Malcolm Stansfield. The Farmer as Manager, 2000. 208 p.
24. Tweeten, L. (2012). Agricultural Trade: principles and policies. Westview Press. 319 p.

## 12. Informational resources

1. [www.osu.edu](http://www.osu.edu)
2. [www.management.com.ua](http://www.management.com.ua) – бібліотека з менеджменту
3. [www.inform.od.ua](http://www.inform.od.ua) – нормативні акти у сфері управління
4. [www.profibook.com.ua](http://www.profibook.com.ua) – ділова література з економіки, менеджменту, реклами і маркетингу, управління персоналом, психології бізнесу, інформаційних технологій і т.д.
5. [www.kmci.com.ua](http://www.kmci.com.ua) – бізнес-рішення для розвитку підприємств, управління маркетингом і збутом, фінансовий менеджмент, управління персоналом, інформаційні технології управління персоналом, бюджетування

## 13. Methodic and tasks for non-stationary students (if planned)

Заочна форма навчання не передбачена