



SYLLABUS OF AN ACADEMIC DISCIPLINE «MANAGEMENT»

Academic degree - Bachelor
Specialty: 073 Management
Academic programme: «Management»
Year of study: 1, semester: 1,2
Form of study: full-time
Number of ECTS credits: 7
Language of instruction: English

Lecturer of the discipline

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Professor J. S. Zavadskyi

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<https://elearn.nubip.edu.ua/course/view.php?id=2160>

ACADEMIC DISCIPLINE DESCRIPTION

The aim of the academic discipline is the formation of modern managerial thinking and a system of theoretical knowledge and practical skills in the implementation of personnel management in future specialists. Objectives of the educational discipline - theoretical and practical training of students of higher education on issues of personnel policy formation and the organization's personnel management system; application of modern approaches to determining the need for personnel, organization of recruitment and selection of employees for positions and formation of a successful team; evaluation and professional development of employees, targeted use of their potential.

Competences of the discipline:

Integrative competency (IC): ability to solve complex specialized tasks and practical problems characterized by complexity and uncertainty in the field of management or in the learning process, which involves the application of theories and methods of social and behavioural sciences.

General competences (GC):

GC 3. Ability of 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 activities.

GC 9. Ability to learn and to master modern knowledge.

GC 10. Ability to conduct research at the appropriate level.

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

GC 12. Ability to generate new ideas (creativity).

GC 15. Ability to act on the basis of ethical considerations (motives).

Special (professional) competences (SK):

SK 1. Ability to identify and describe the characteristics of an organization.

SK 2. Ability to analyze the results of the organization's activities, compare them with the factors of influence of the external and internal environment.

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

SK 4. Ability to identify the functional areas of the organization and the links between them.

SK 5. Ability to manage the organization and its units through the implementation of management functions.

- SK 6. Ability to act in a socially responsible and conscious manner.
- SK 7. Ability to choose and use modern management tools.
- SK 8. Ability to plan the organization's activities and manage time.
- SK 9. Ability to work in a team and establish interpersonal interaction in solving professional problems.
- SK 10. Ability to evaluate the work performed, ensure its quality and motivate the organization's staff.
- SK 11. Ability to create and organize effective communications in the management process.
- SK 12. Ability to analyze and structure the problems of the organization, to formulate reasonable solutions.
- SK 14. Ability to understand the principles of psychology and use them in professional activities.
- SK 15. Ability to develop and demonstrate leadership and behavioral skills.
- SK 16. Ability to identify and analyze new market opportunities, including the international business environment, formulate new ideas, develop projects and organize business process management.

Expected Learning Outcomes (ELO):

- ELO 3. To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.
- ELO 4. To demonstrate skills in identifying problems and justifying management decisions.
- ELO 7. To demonstrate organizational design skills.
- ELO 8. To apply management methods to ensure the effectiveness of the organization.
- ELO 9. To demonstrate skills of interaction, leadership, teamwork.
- ELO 10. To possess the skills to justify effective tools for motivating the organization's staff
- ELO 12. To evaluate the legal, social and economic consequences of the organization's functioning
- ELO 15. To demonstrate the ability to act socially responsible and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturalism
- ELO 17. To perform research individually and/or in a group under the guidance of a leader.
- ELO 18. To demonstrate the ability to identify prospects for enterprise development, develop projects, and organize business process management based on an analysis of market opportunities and the international business environment.

ACADEMIC DISCIPLINE STRUCTURE

Topic	Hours (lectures/ laboratory, practical, seminars)	Learning outcomes	Tasks	Asses sment
1 semester				
Module 1				
Topic 1. Introduction to management. Organization as an object of management	1/3	To know the basic concepts and categories of management. To understand the principles and methods of management. To know the general and special functions of management; economic, organizational, administrative, social and psychological methods of management. To be able to distinguish and establish the relationship between	Preparation of reports and presentations for seminar classes. Performing practical tasks, independent	15
Topic 2. The concept and essence of management	1/3			10

Topic 3. Development of management science. Laws, regularities and principles of management	1/3	general and special management functions. To understand the essence of scientific and classical theories (schools), as well as modern approaches to management. To be able to identify factors that affect the external and internal environment of the organization. To use technologies for making and implementing management decisions in accordance with the situation. Formation of effective communications in the management process	work in elearn	10
Topic 4. Management functions and methods	1/3			10
Topic 5. Fundamentals of the theory of management decision-making	2/6			15
Topic 6. Information and communications in management	1/3			10
Module test 1				30
Total for the module 1				100
Module 2				
Topic 7. Planning in the organization	2/6	To understand the essence of the planning function in management. Know the features of planning, principles and components of the planning process, planning methods. To know the types of plans by their classification features. To understand the essence of the function of organization in management. To know the types and characteristics of organizational structures. To be able to form an effective organizational structure for a particular enterprise. To understand the essence of the function of motivation in management and its practical value. To know the main motivational theories (content and process). To be able to evaluate the effectiveness of the application of motivation theories in the practical activities of enterprises. To understand the essence of the control function in management. To know the types of control, principles and methods of management control, features of the management control process	Preparation of reports and presentations for seminar classes. Performing practical tasks, independent work in elearn	20
Topic 8. Organization as a management function	2/6			20
Topic 9. Motivation in management	2/6			15
Topic 10. Control as a management function	2/6			15
Module test 2				30
Total for the module 2				100

2 semester				
Module 3				
Topic 11. Group management, leadership and management	4/4	To know the meaning of management and leadership. To understand the difference between the concepts of "management", "leadership", "power", "influence". To be able to characterize the main types of leadership. To know the main forms of power, approaches to leadership, know the types of leaders. To understand the essence of the concepts of conflict and stress. To know the basic methods of conflict and stress management, to be able to use them. To understand the concept of ethics and responsibility in management, the role of social responsibility of management, cultural and ethical principles of management. To know the rules of business ethics. To understand the essence of the concept of organizational change. To know the types of organizational changes, the causes of resistance to change and have the skills to prevent, eliminate, reduce the level of resistance to change. To understand the essence of efficiency in management. To know the basic approaches and concepts to determining and evaluating management effectiveness	Preparation of reports and presentations for seminar classes. Performing practical tasks, independent work in elearn	20
Topic 12. Conflicts and stress as objects of management	3/3			10
Topic 13. Responsibility and ethics in management	2/2			10
Topic 14. Organizational change management	2/2			10
Topic 15. Management efficiency	4/4			20
Module test 3				30
Total for the module 3				100
Total for educational work				70
Exam				30
Total for the course				100

ASSESSMENT POLICY

<i>Deadlines and exam retaking policy:</i>	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).
<i>Academic integrity policy:</i>	Copying (copying the text) during written tests and exams is prohibited. The use of mobile devices is allowed only with the permission of the teacher during online testing and preparation of practical tasks. Independent works in the form of abstracts, reports, presentations must have correct text links to the used information sources.
<i>Attendance policy:</i>	Attendance is compulsory. For good reasons (e.g. illness, international internship), training can take place individually (online by the faculty dean's consent).

SCALE FOR ASSESSING STUDENTS 'KNOWLEDGE AND SKILLS

Student's rating, points	National grading of exams
90-100	excellent
74-89	good
60-73	satisfactorily
0-59	unsatisfactory

RECOMMENDED SOURCES OF INFORMATION

1. Балановська Т. І., Гоголя О. П., Кубіцький С. О., Михайліченко М. В., Троян А. В. Управління організацією: навчальний посібник. Київ: ФОП Ямчинський О.В., 2021. 464 с.
2. Білорус Т. В. Практикум з менеджменту: навчальний посібник. Київ: Київський національний університет імені Тараса Шевченка, 2020. 185 с.
3. Гоголя О.П., Харченко Г.А. Менеджмент діяльності підприємств на ринку товарів і послуг: навчальний посібник для підготовки фахівців спеціальності 073 «Менеджмент». Київ: «ЦП «Компринт», 2018. 410 с.
4. 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.
5. Горьовий В. П., Гоголя О. П., Харченко Г. А. Менеджмент і адміністрування. Практикум: навчальний посібник для підготовки фахівців спеціальності «Менеджмент». Київ: ЦП «Компринт», 2018. 305 с.
6. Лазоренко Т. В., Пермінова С. О. Основи менеджменту: конспект лекцій. Київ: КПІ ім. Ігоря Сікорського, 2021. 166 с.
7. Менеджмент: підручник / С. Ю. Бірюченко, К. О. Бужимська, І. В. Бурачек та ін.; під заг. ред. Т. П. Остапчук. Житомир: Вид-во «Рута», 2021. 856 с.
8. Страпчук С. І., Миколенко О. П., Попова І. А., Пустова В. В. Менеджмент: навчальний посібник для здобувачів вищої освіти. Львів: Видавництво «Новий Світ – 2000», 2020. 356 с.
9. Харченко Г.А., Гоголя О.П., Харченко В.В. Теорія організації: навчальний посібник. Київ: «ЦП «Компринт», 2020. 453 с.
10. Шкільняк М. М., Овсянюк-Бердадіна О. Ф., Крисько Ж. Л., Демків І. О. Менеджмент: навчальний посібник. Тернопіль: ЗУНУ, 2022. 258 с.