

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

Department of Management named after Professor J. S. Zavadskyi

**CONFIRMED**

Faculty of Agricultural Management

“05” June 2025

**CURRICULUM OF ACADEMIC DISCIPLINE  
“MANAGEMENT”**

Area of knowledge 07 Management and Administration

Specialty 073 Management

Academic programme “International Business Management”

Faculty of Agrarian Management

Developed by: Associate Professor of the Department of Management named after  
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### **Description of the discipline «Management»**

Discipline “Management” is a compulsory component of the academic programme “International Business Management” for the preparation of applicants for the first (bachelor's) level of higher education in the speciality 073 “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, specialty, academic programme, academic degree		
Academic degree	bachelor's	
Area of knowledge	07 Management and Administration	
Specialty	073 Management	
Academic programme	International Business Management	
Characteristics of the discipline		
Type	compulsory	
Total number of hours	210	
Number of ECTS credits	7	
Number of modules	2	
Course project (work) (if any)	30	
Form of assessment	exam	
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	30 hours	-
Practical classes and seminars	60 hours	-
Laboratory classes	-	-
Self-study	120 hours	-
Number of hours per week for full-time students	6 hours	-

## 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.

### ***Competences acquired:***

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

### *General competence (GC):*

GC3. Ability to abstract thinking, analysis, synthesis.

GC4. Ability to apply knowledge in practical situations.

GC5. Knowledge and understanding of the subject area and understanding of professional activities.

GC9. Ability to learn and master modern knowledge.

GC10. Ability to conduct research at the appropriate level.

GC11. Ability to adapt and act in a new situation.

GC12. Ability to generate new ideas (creativity).

GC13. Appreciation and respect for diversity and multiculturalism.

GC14. Ability to work in an international context.

GC15. Ability to act on the basis of ethical considerations (motives).

### *Special (professional) competence (SC):*

SC1. Ability to identify and describe the characteristics of an organisation.

SC2. Ability to analyse the results of the organisation's activities, compare them with the factors of influence of the external and internal environment.

SC3. Ability to determine the prospects for the development of the organisation.

SC4. Ability to identify the functional areas of the organisation and the links between them.

SC5. Ability to manage the organisation and its units through the implementation of management functions.

SC6. Ability to act in a socially responsible and conscious manner.

SC7. Ability to choose and use modern management tools.

SC9. Ability to work in a team and establish interpersonal interaction in solving professional problems.

SC10. Ability to evaluate the work performed, ensure its quality and motivate the staff of the organisation.

SC11. Ability to create and organise effective communications in the management process.

SC12. Ability to analyse and structure the problems of the organisation, to formulate reasonable solutions

SC14. Understand the principles of psychology and use them in professional activities.

SC15. Ability to form and demonstrate leadership qualities and behavioural skills.

SC16. Ability to identify and analyse new market opportunities, including the international business environment, formulate new ideas, develop projects and organise business process management.

***Expected learning outcomes (ELO):***

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

ELO 4. Demonstrate skills in identifying problems and justifying management decisions.

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

ELO 12. Assess the legal, social and economic impact of the organisation.

ELO 17. Perform research individually and/or in a group under the guidance of a leader.

ELO 18. Demonstrate the ability to identify prospects for enterprise development, develop projects, organise business process management based on an analysis of market opportunities and the international business environment.

## 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. <i>Management system of the organisation</i>									
Topic 1. Introduction to management. Organisation as an object of management	1		2	4	40		1		80
Topic 2. The concept and essence of management	2		2	4			1	2	
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				2	
Topic 5. Fundamentals of management decision-making theory	5-6		4	4			1		
Topic 6. Information and communication in management	7		1	4					
Topic 7. Management effectiveness	7		1	4					
Total for module 1		58	14	28	40	75	3	4	80
Module 2. <i>Management process in the organisation</i>									
Topic 8. Planning in the organisation	8-9		3	6	50		1	2	84
Topic 9. Organizing as a function of management	9-10		3	6			1	2	
Topic 10. Motivation in management	11-12		3	6			1	1	
Topic 11. Controlling as a management function	12-13		3	4				1	
Topic 12. Group management, management	14		2	4					

and leadership									
Topic 13. Conflicts and stress as objects of management	15		1	4					
Topic 14. Responsibility and ethics in management	15		1	2					
Total for module 2		60	16	32	50	75	3	6	84
Total hours		180	30	60	90	180	6	10	164
Course project (work)		30			30	30			30
Total hours		210	30	60	120	210	6	10	194

### 3. Topics of lectures

No.	Topic	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	1
7	Topic 7. Management effectiveness	1
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. Controlling 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, seminars) classes

No.	Topic	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. Controlling as a management function	2
25	Practical lesson 14. Controlling 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	Hours
1	Self-study work 1	40
2	Self-study work 2	50
	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. <i>Management system of the organisation</i>		

Seminar lesson 1. Introduction to management. Organisation as an object of management	<p>ELO 3, 4, 8, 18</p> <p>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 decisions, basic theories and approaches to management decision-making, concepts of decision-making;</p> <p>basic models, 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; basic indicators, approaches and concepts to determine and evaluate the effectiveness of management.</p> <p>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; general model of the management system, the difference between the concepts of “management”, “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 communications in management; the role of information in the communication process.</p> <p>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</p>	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 and principles of management		5
Practical lesson 3. Development of management science. Laws, regularities and principles of management		5
Seminar lesson 4. Functions and methods of management		4
Practical lesson 4. Functions and methods of management		5
Seminar lesson 5. Fundamentals of management decision-making theory		5
Practical lesson 5. Fundamentals of management decision-making theory		5
Seminar lesson 6. Information and communication in management		4
Practical lesson 6. Information and communication in management		5
Seminar lesson 7. Management effectiveness		4
Practical lesson 7. Management effectiveness		5
Self-study work 1		5

	organizational communications, use ways to prevent and eliminate them; apply methods to determine the effectiveness of enterprise management	
Module control work 1		<b>30</b>
<b>Total for module 1</b>		<b>100</b>
<b>Module 2. <i>Management process in the organisation</i></b>		
Seminar lesson 8. Planning in the organisation	<p>ELO 3, 12, 17, 18</p> <p>To know the features of planning, principles and components of the planning process, planning methods; types of plans by their 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</p>	<b>5</b>
Practical lesson 8. Planning in the organisation		<b>10</b>
Practical lesson 9. Planning in the organisation		
Seminar lesson 9. Organizing as a function of management		
Practical lesson 10. Organizing as a function of management		
Practical lesson 11. Organizing as a function of management		
Seminar lesson 10. Motivation in management		
Practical lesson 12. Motivation in management		
Practical lesson 13. Motivation in management		
Seminar lesson 11. Controlling as a management function		
Practical lesson 14. Controlling as a management function		<b>5</b>
Seminar lesson 12. Group management, management and leadership		<b>10</b>
Practical lesson 15. Group management, management and leadership		<b>5</b>
Seminar lesson 13. Conflicts and stress as objects of management		<b>10</b>
Practical lesson 16. Conflicts and stress as objects of management		<b>5</b>
Seminar lesson 14. Responsibility and ethics in management		<b>10</b>
Self-study work 2		<b>10</b>



	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	
Module control work 2		<b>30</b>
<b>Total for module 2</b>		<b>100</b>
<b>Class work</b>	<b><math>(M1 + M2)/2 * 0,7 \leq 70</math></b>	
<b>Exam/credit</b>		<b>30</b>
<b>Total for year</b>	<b><math>(\text{Class work} + \text{exam}) \leq 100</math></b>	
Course project (work)		<b>100</b>

## 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

<b>Deadlines and exam retaking rules</b>	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)
<b>Academic integrity rules</b>	Cheating during tests and exams is prohibited (including using mobile devices). Term papers and essays 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
<b>Attendance rules</b>	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., Гоголю О. П., Троян А. В., Сотник В. В. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 606 с.
3. Гоголю 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., Гоголю 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.

#### 10. 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. Балановська Т. І., Гоголя О. П., Троян А. В. Основи менеджменту, маркетингу та підприємництва: навчальний посібник. К. ЦП «Компринт». 2018. 536 с.
3. Білорус Т. В. Практикум з менеджменту: навчальний посібник. Київ: Київський національний університет імені Тараса Шевченка, 2020. 185 с.
4. 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.
5. Лазоренко Т. В., Пермінова С. О. Основи менеджменту: конспект лекцій. Київ: КПП ім. Ігоря Сікорського, 2021. 166 с.
6. Гоголя О. П., Харченко Г. А., Балановська Т. І. Методичні вказівки до вивчення дисципліни «Менеджмент» для підготовки здобувачів першого (бакалаврського) рівня вищої освіти за спеціальністю 073 «Менеджмент», освітньо-професійної програми «Менеджмент». Київ. ЦП «КОМПРИНТ», 2021. 150 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 організацій: навчальний посібник для здобувачів першого (бакалаврського) рівня вищої освіти спеціальностей 073 «Менеджмент». Київ: ЦП «КОМПРИНТ», 2023. 456 с.
10. Шкільняк М. М., Овсянюк-Бердадіна О. Ф., Крисько Ж. Л., Демків І. О. Менеджмент: навчальний посібник. Тернопіль: ЗУНУ, 2022. 258 с.
11. Управління бізнесом: навчальний посібник / Т. І. Балановська, А. В. Троян, О. М. Гавриш, В. В. Восколупов. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 303 с. URL: <http://dspace.nubip.edu.ua/handle/123456789/9825>