

**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 D Business, administration and law

Specialty D3 Management

Academic programme “Management”

Faculty of Agrarian Management

Developed by: Associate Professor of the Department of Management named after  
Professor J. S. Zavadskyi PhD in Economics, Associate Professor  
Olha Timchenko,  
Assistant of the Department of Management named after Professor  
J. S. Zavadskyi Viktoriia Holik

### Description of the discipline «Management»

Discipline “Management” is a compulsory component of the academic programme “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 patterns 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	D Business, administration and law	
Specialty	D3 Management	
Academic programme	Management	
Characteristics of the discipline		
Type	compulsory	
Total number of hours	210	
Number of ECTS credits	7	
Number of modules	3	
Course project (work) (if any)	30	
Form of assessment	exam / credit	
Indicators of the discipline for full-time and part-time forms of university study		
	University study	
	full-time	part-time
Year of study	1, 2	1, 2
Term	2, 3	2, 3
Lectures	45 hours	4 hours
Practical classes and seminars	45 hours	4 hours
Laboratory classes	-	-
Self-study	120 hours	202 hours
Number of hours per week for full-time students	4, 2 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):***

GC2. Ability to preserve and enhance moral, cultural, scientific values and increase the achievements of society based on an understanding of the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology and technology, to use various types and forms of physical activity for active recreation and healthy lifestyle.

GC3. Ability to abstract thinking, analysis, synthesis.

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

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

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.

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

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

ELO 2. Preserve moral, cultural, scientific values and increase the achievements of society, to use various types and forms of physical activity to lead a healthy lifestyle.

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

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

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

ELO 11. Demonstrate skills in situation analysis and communication in various areas of the organisation.

## 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	2	30		1		58
Topic 2. The concept and essence of management	2		2	2			1	2	
Topic 3. Development of management science. Laws, regularities and principles of management	3		2	2			1	2	
Topic 4. Functions and methods of management	4		2	2					
Topic 5. Fundamentals of management decision-making theory	5-6		4	4					
Topic 6. Information and communication in management	7		2	2					
Total for module 1		58	14	14	30	75	3	4	58
Module 2. <i>Management process in the organisation</i>									
Topic 7. Planning in the organisation	8-9		4	4	30		1	2	58
Topic 8. Organizing as a function of management	10-11		4	4			1	2	
Topic 9. Motivation in management	12-13		4	4			1	1	
Topic 10. Controlling as a management function	14-15		4	4				1	
Total for module 2		62	16	16	30	75	3	6	58
Module 3. <i>Ensuring the effective operation of the organisation</i>									
Topic 11. Group management, management and leadership	1-3		4	4	30				56
Topic 12. Conflicts and stress as objects of management	5-7		3	3					
Topic 13. Responsibility and ethics in management	9		2	2					
Topic 14. Managing organisational change	11		2	2					
Topic 15. Management effectiveness	13-15		4	4					
Total for module 3		60	15	15	30	75	3	6	56
Total hours		180	45	45	90	180	4	4	172
Course project (work)		30			30	30			30
Total hours		210	45	45	120	210	4	4	202

### 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	2
7	Topic 7. Planning in the organisation	4
8	Topic 8. Organizing as a function of management	4
9	Topic 9. Motivation in management	4
10	Topic 10. Controlling as a management function	4
11	Topic 11. Group management, management and leadership	4
12	Topic 12. Conflicts and stress as objects of management	3
13	Topic 13. Responsibility and ethics in management	2
14	Topic 14. Managing organisational change	2
15	Topic 15. Management effectiveness	4
	Total	45

### 4. Topic of laboratory (practical, seminars) classes

No.	Topic	Hours
1	Practical class 1. Introduction to management. Organisation as an object of management	2
2	Seminar class 1. The concept and essence of management	2
3	Practical class 2. Development of management science. Laws, regularities and principles of management	2
4	Practical class 3. Functions and methods of management	2
5	Seminar class 2. Fundamentals of management decision-making theory	2
6	Practical class 4. Fundamentals of management decision-making theory	2
7	Practical class 5. Information and communication in management	2
8	Seminar class 3. Planning in the organisation	2
9	Practical class 6. Planning in the organisation	2
10	Seminar class 4. Organizing as a function of management	2
11	Practical class 7. Organizing as a function of management	2
12	Seminar class 5. Motivation in management	2
13	Practical class 8. Motivation in management	2
14	Seminar class 6. Controlling as a management function	2
15	Practical class 9. Controlling as a management function	2
16	Seminar class 7. Group management, management and leadership	2
17	Practical class 10. Group management, management and leadership	2
18	Seminar class 8. Conflicts and stress as objects of management	1
19	Practical class 11. Conflicts and stress as objects of management	2
20	Practical class 12. Responsibility and ethics in management	2
21	Seminar class 9. Managing organisational change	2
22	Practical class 13. Management effectiveness	4
	Total	45

## 5. Topics of self-study

No.	Topic	Hours
1	Self-study work 1	30
2	Self-study work 2	30
3	Self-study work 3	30
	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>		
Practical class 1. Introduction to management. Organisation as an object of management	ELO 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; to demonstrate skills in identifying the object and subject of management; to know the general and special functions of management; management methods; the essence of management decisions, basic theories and approaches to management decision-making, decision-making concepts; basic models, approaches, technologies, methods, as well as conditions for making management decisions; types and sources of information;	10
Seminar class 1. The concept and essence of management		5
Practical class 2. Development of management science. Laws, patterns and principles of management		10
Practical class 3. Functions and methods of management		10
Seminar class 2. Fundamentals of management decision-making theory		5
Practical class 4. Fundamentals of management decision-making theory		10
Practical class 5. Information and communication in management		10
Self-study work 1		10

	forms and types of communication, stages and components of the communication process. 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; the general model of the management system, the difference between the concepts of “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 communication in management; the system of information support for management. To be able to describe the organisation, identify factors of influence of the external and internal environment; identify stakeholders of the organisation; identify the main problems and directions of development of management in Ukraine, functional areas of the organisation; manage the organisation 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; systematise and analyse the totality of information coming from different sources; to form and organise effective communications in the management process; identify obstacles and barriers in organisational communications, use ways to prevent and eliminate them	
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 class 3. Planning in the organisation	ELO 3, 10, 11	<b>5</b>
Practical class 6. Planning in the organisation	To know the features of planning, principles and components of the planning process, planning methods; types of plans according to their classification features; the essence of the components of organisational design; types and characteristics of organisational 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. To understand the essence of the planning function in management, features of strategic and operational planning; the essence of the	<b>10</b>
Seminar class 4. Organizing as a function of management		<b>5</b>
Practical class 7. Organizing as a function of management		<b>10</b>
Seminar class 5. Motivation in management		<b>5</b>
Practical class 8. Motivation in management		<b>10</b>
Seminar class 6. Controlling as a management function		<b>5</b>
Practical class 9. Controlling as a		<b>10</b>

management function	functions of organisation, motivation and control. 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, to 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; to develop regulatory and coordinating actions of the manager. Be able to apply management control tools	
Self-study work 2		<b>10</b>
Module control work 2		<b>30</b>
<b>Total for module 2</b>		<b>100</b>
<b>Module 3. <i>Ensuring the effective operation of the organisation</i></b>		
Seminar class 7. Group management, management and leadership	ELO 2, 3, 11 To know the content of management and leadership; basic forms of power, approaches to leadership, to know the types of leaders; basic methods of conflict and stress management, to be able to use them; to know the rules of business ethics; types of organisational change, causes of resistance to change and have the skills to prevent, eliminate, reduce the level of resistance to change; basic indicators, approaches and concepts to determine and evaluate management effectiveness. To understand the difference between the concepts of “management”, “leadership”, “power”, “influence”; the essence of the concept of “group” and have the basic tools for managing groups in organisations; the essence of the concepts of conflicts and stress. To understand the essence of the concepts of “organisational change”, “management effectiveness”. To understand the concepts of ethics and responsibility in management, the role of social responsibility of management, cultural and ethical principles of management. 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	<b>5</b>
Practical class 10. Group management, management and leadership		<b>10</b>
Seminar class 8. Conflicts and stress as objects of management		<b>5</b>
Practical class 11. Conflicts and stress as objects of management		<b>10</b>
Practical class 12. Responsibility and ethics in management		<b>10</b>
Seminar class 9. Managing organisational change		<b>10</b>
Practical class 13. Management effectiveness		<b>10</b>



	changes. To be able to implement organisational changes with the least level of resistance; apply methods to determine the effectiveness of enterprise management	
Self-study work 3		<b>10</b>
Module control work 3		<b>30</b>
<b>Total for module 3</b>		<b>100</b>
<b>Class work</b>	<b><math>(M1 + M2 + M3)/3 \cdot 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., Гоголя О. П., Троян А. В., Сотник В. В. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 606 с.
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.

## 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>