

NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF UKRAINE

Department of Management named after Professor J. S. Zavadskyi

APPROVED

by the Dean of the Economic Faculty

_____ Anatolii DIBROVA

“12” June 2025

APPROVED

at the meeting of the Department of Management

named after Professor J. S. Zavadskyi

Minutes No. 14 of “28” May 2025

Head of the Department _____ Tetiana BALANOVSKA

REVIEWED

Guarantor of the AP “Analytical and accounting and legal support of business”

_____ Anatolii SHYSH

CURRICULUM OF ACADEMIC DISCIPLINE “MANAGEMENT”

Area of knowledge 07 Management and administration

Specialty 071 Accounting and Taxation

Academic programme “Analytical, accounting and legal support for business”

Faculty of Economics

Developed by: Head of Department of Management of the Department of Management
named after Professor J. S. Zavadskyi PhD in Economics, Professor
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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 educational and professional programme “Analytical, accounting and legal support for business” for the preparation of applicants for the first (bachelor's) level of higher education in the speciality “Accounting and Taxation”, 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	07 Management and administration	
Specialty	071 Accounting and Taxation	
Academic programme	Analytical, accounting and legal support for business	
Characteristics of the discipline		
Type	normative	
Total number of hours	120	
Number of ECTS credits	4	
Number of modules	2	
Course project (work) (if any)	-	
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	2	
Term	3	
Lectures	30 hours	
Practical classes and seminars	30 hours	
Laboratory classes	-	
Self-study	60 hours	
Number of hours per week for full-time students	4 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 system management of organisations; acquisition of skills to analyse the internal and external environment, make adequate management decisions.

Competences acquired:

Integral competence (IC): the 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):

GC 3. Ability to abstract thinking, analysis, synthesis.

GC 4. Knowledge and understanding of the subject area and understanding of professional activity.

Expected learning outcomes (ELO):

ELO 8. To apply management methods to ensure the effectiveness of the organisation.

ELO 17. To have the skills to justify effective tools for motivating the staff of the organisation.

ELO 20. To 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	ind.		l	p	ind.
Module 1. <i>Management system of the organisation</i>									
Topic 1. Introduction to management.	1		2	2	36				
Topic 2. The concept and essence of management	2		2	2					
Topic 3. Fundamentals of the theory of managerial decision-making	3-4		4	4					
Topic 4. Information and communication in management	5-6		4	4					
Total for module 1		60	12	12	36				
Module 2. <i>Management process in the organisation</i>									
Topic 5. Planning in the organisation	7-8		4	4	34				
Topic 6. Organizing as a function of management	9-10		4	4					
Topic 7. Motivation in management	11		2	2					
Topic 8. Control as a management function	12		2	2					
Topic 9. Group management, leadership and leadership	13-14		4	4					
Topic 10. Management effectiveness	14-15		2	2					
Total for module 2		60	18	18	34				
Total hours		120	30	30	60				

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. Fundamentals of the theory of managerial decision-making	4
4	Topic 4. Information and communication in management	4
5	Topic 5. Planning in the organisation	4
6	Topic 6. Organizing as a function of management	4
7	Topic 7. Motivation in management	2
8	Topic 8. Controlling as a management function	2
9	Topic 9. Group management, management and leadership	4
10	Topic 10. Management effectiveness	2
	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	Seminar lesson 2. The concept and essence of management	2
3	Seminar lesson 2. The concept and essence of management	2
4	Practical lesson 3. Fundamentals of the theory of managerial decision-making	2
5	Seminar lesson 2. The concept and essence of management	2
6	Practical lesson 4. Information and communication in management	2
7	Seminar lesson 5. Planning in the organisation	2
8	Practical lesson 3. Fundamentals of the theory of managerial decision-making	2
9	Seminar lesson 6. Organizing as a function of management	2
10	Practical lesson 4. Information and communication in management	2
11	Seminar lesson 7. Motivation in management	2
12	Seminar lesson 8. Controlling as a management function	2
13	Practical lesson 9. Group management, management and leadership	2
14	Practical 5. Group management, management and leadership	2
15	Practical lesson 6. Effectiveness of management	2
	Total	30

5. Topics of self-study

No.	Topic	Hours
1	Independent work 1	36
2	Independent work 2	34
	Total	60

6. Methods of assessing expected learning outcomes:

- oral or written survey;
- interview;
- test;
- defending practical works.

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.	ELO 17, 20 Know the basic concepts and categories of management. Understand the principles and methods of management. Be able to identify factors of influence of the external and internal environment of the organization; use, in accordance with the situation, technologies for making and implementing management decisions; form effective communications in the management process.	10
Seminar lesson 2. The concept and essence of management		10
Seminar lesson 3. Fundamentals of the theory of managerial decision-making		10
Practical lesson 1. Introduction to management.		5
Seminar lesson 4. Information and communication in management		10
Practical lesson 2. Information and communication in management		5
Independent work 1		20
Module control work 1		30
Total for module 1		100

Module 2. <i>Management process in the organisation</i>		
Practical lesson 4. Organizing as a function of management	ELO 17, 20 Understand the essence of management functions. Be able to plan the activities of the organization; form the management structure of the organization; apply effective tools for staff motivation and management control; choose and use leadership style according to the situation; Determine the effectiveness of management.	5
Seminar lesson 7. Motivation in management		5
Seminar lesson 8. Control as a management function		5
Practical lesson 9. Group management, management and leadership		5
Seminar lesson 5. Group management, management and leadership		5
Practical lesson 6. Effectiveness of management		10
Independent work 2		20
Module control work 2		30
Total for module 2		100
Class work	$(M1 + M2 + M3)/3 \cdot 0,7 \leq 70$	
Exam/credit	30	
Total for year	$(\text{Class work} + \text{exam}) \leq 100$	

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). Term papers and essays must have correct references to the literature used. Independent 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=2160>).
2. Менеджмент: навчальний посібник / Балановська Т. І., Гогоуля О. П., Троян А. В., Сотник В. В. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 606 с.
3. Балановська Т.І., Гогоуля О.П., Сотник В.В., Тімченко О.Л. Методичні вказівки до вивчення дисципліни «Менеджмент» для здобувачів першого

(бакалаврського) рівня вищої освіти зі спеціальності 071 «Облік і оподаткування» освітньо-професійної програми «Аналітичне і обліково-правове забезпечення бізнесу». Київ, 2024. 175 с. URL: <http://dspace.nubip.edu.ua/handle/123456789/9761>

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., Гоголю 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., Гоголю 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. Гоголю 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: КПІ ім. Ігоря Сікорського, 2021. 166 с.
6. Гоголю 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., Гоголю 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>