

## **FACULTY OF AGRICULTURAL MANAGEMENT**

**Dean** - PhD in Economics, Associate Professor Anatolii Ostapchuk

Tel .: (044) 527-85-73

E-mail: [agromen\\_dean@nubip.edu.ua](mailto:agromen_dean@nubip.edu.ua)

Location: educational building 10, room 313, 525

Faculty organizes and coordinates educational process of master training in educational programs within specialties:

### ***Educational program “Management of organization and administration”***

Guarantor of the educational and professional program – PhD in Economics, Associate Professor Olga Gogulya

Departments in charge of graduate training:

#### **Management named after J. Zavadskyi**

Тел.: (044) 527-85-66

E-mail: [manag\\_chair@nubip.edu.ua](mailto:manag_chair@nubip.edu.ua)

Head of department – PhD in Economics, Professor Tetiana Balanovska

**Training of masters of sciences  
in branch of knowledge "Management and Administration"  
in specialty "MANAGEMENT"  
educational program "MANAGEMENT OF ORGANIZATION AND ADMINISTRATION"**

Form of training	Licensed number of students:
– Full-time EPP	60
– part-time	50
Duration of Training	
– Full-time educational and professional program	1,4 year
– part-time	1,4 year
Credits ECTS:	
– educational and professional program	90
Language of teaching	Ukrainian
Qualification of graduates	Master of Management, Manager of the Organization

**The concept of training**

The educational and professional program "Management of Organizations and Administration" is aimed at providing fundamental theoretical and practical training specialists capable of solving practical problems and complex specialized tasks in the field of management of the organization and its departments. The program will promote the formation of masters of business qualities, professionalism, creativity, entrepreneurship, independence in the process of development and decision-making, organization, and willingness to work in a dynamic highly competitive environment.

**Educational and professional program of master's training**

**Optional block for choice of specialty:**

*Optional block 1 "Management in various organizational and legal forms of business"*

Training of specialists to manage the activities of economic entities of various organizational and legal forms. Future masters in management, choosing this block of disciplines, will gain theoretical knowledge and practical skills to increase the competitiveness of the business entity through the production of quality products or services, using a system of specific modern management tools corresponding to various organizational and legal forms of management (including cooperatives), stages of their organizational development, etc.

*Optional block 2 "Energetic Management"*

Training of specialists in the management of rational use of energy resources. The program is aimed at training a specialist capable of solving complex problems and problems in the energy sector, creating modern energy management systems, and provides students with a higher education understanding of concepts, approaches, and criteria for defining, comparing, justifying management decisions in the field of electricity; acquaintance with the basics of energy flow management; consideration of modern theories and practices of energy resources use.

### **Areas of employment of graduates**

The graduate is suitable for employment in the following positions:

- heads of enterprises, institutions, and organizations(CEO);
- heads of production and other main divisions;
- heads of functional divisions (including heads of financial, accounting, economic, legal, and administrative divisions and other heads; heads of divisions of personnel and social and labor relations; heads of divisions of marketing; heads of divisions of logistical supply; heads of projects and programs; heads of others functional units);
- managers of small enterprises without management staff;
- managers (managers) of enterprises, institutions, organizations, and their divisions;
- and other positions of managers, their deputies, and assistants in organizations of various forms of ownership and organizational and legal forms of management, production and non-production spheres of the economy, in public administration and local government.

### **Practical training**

Future masters in organization management and administration in specific enterprises, institutions, and organizations acquire: knowledge of production issues of the enterprise, knowledge, and skills in management decisions, innovation; ability to manage oneself and others, to influence others, to build clear personal and organizational goals, to solve problems, to teach and develop subordinates; skills of work with modern methods and technologies of management.

### **Proposed Topics of qualification master's thesis**

1. Business management.
2. Formation of a management system in the enterprise.
3. Adoption and implementation of management decisions in the enterprise.
4. Formation of enterprise development strategy.
5. Enterprise management (in various organizational and legal forms).
6. Team Management of the enterprise.
7. Formation and development of leadership potential of employees.
8. Formation of a system of social responsibility of business in the conditions of modern challenges.
9. Formation of the corporate culture of the enterprise.
10. Formation and use of communication systems in enterprise management.
11. Human resource management of the enterprise.
12. The use of modern personnel management technologies in the organization.
13. Formation of a system of motivation and stimulation of work in the enterprise.
14. Management of enterprise competitiveness.
15. Formation of quality management system in the enterprise.
16. Management of the formation and use of production potential of the enterprise.
17. Project management in the enterprise.
18. Crisis management of the enterprise.
19. Management of marketing activities of the enterprise.
20. Supply chain management.
21. Management of logistics processes in the enterprise.
22. Digital management in the enterprise.
23. Change management in the enterprise.
24. Risk management in the enterprise.

25. Management of energy efficiency incentives.  
 26. Formation of energy management system in the enterprise.

**Curriculum of Master training  
 in educational program "Management of organizations and administration"  
 (educational and professional program of master's training)**

Code n/a	Components of the educational program (education disciplines, course projects (paper), practice, qualification work)	Amount of credits	The final control
<b>1. GENERAL TRAINING CYCLE</b>			
<b>Compulsory components of EPP</b>			
CC 1	Business management	4	exam
CC 2	Psychology of management	4	exam, coursework
CC 3	Business ethics and corporate social responsibility	4	exam
CC 4	Methodology and Organization of Scientific Research with the Principles of Intellectual Property	4	exam
<b>Optional components of EPP</b>			
<i>Free choice according to the preferences of students from the list of disciplines</i>			
OCP 1	Optional subject 1	4	test
OCP 2	Optional subject 2	4	test
<b>2. SPECIAL (PROFESSIONAL) TRAINING CYCLE</b>			
<b>Compulsory components of EPP</b>			
CC 1	Management of enterprise competitiveness	4	exam
CC 2	Contract law	4	exam
CC 3	Modern management concepts	7	test, exam
CC 4	Project management in organizations	4	exam, coursework
CC 5	Quality management	4	exam
CC 6	Practical training	12	
CC 7	Writing and defense of the master thesis	14	
<b>Optional components of EPP</b>			
<i>Free choice of the students according to specialty</i>			
<i>Optional Block "Management in various organizational and legal forms of business"</i>			
OB 1.1	Anti-crisis management of enterprises	4	exam
OB 1.2	Risk Management and Economic Security	4	exam
OB 1.3	Supply chain management	4	exam
OB 1.4	Logistics management	4	exam
OB 1.5	Digital Management	4	exam
OB 1.6	Complex quality management system of products and services	4	exam
OB 1.7	Corporate management	4	exam
OB 1.8	Management of cooperatives	4	exam
OB 1.9	Change management	4	exam
<b>The total amount of compulsory components</b>		<b>66</b>	
<b>The total amount of optional components</b>		<b>24</b>	
<b>THE TOTAL AMOUNT OF EPP</b>		<b>90</b>	

**Annotations of subjects in the curriculum**

## **GENERAL TRAINING CYCLE**

### **Compulsory components of EPP**

**Business Management.** Basics of business management. The concept of business and entrepreneurship. Signs and principles of entrepreneurial activity. Legal basis of entrepreneurship. Entrepreneurs. Business and management. Management in business. Types of enterprises and organizational and legal forms of management, features of their management. Organization of entrepreneurial activity. The process of creating own business. Human resource management in business. Business ethics in business. Strategic management in business development. Business planning in the business management system. Marketing in the business management system. Business information support.

**Psychology of management.** Theoretical approaches and results of practical research in the field of management psychology and conflict studies. Methods of psych diagnostics in working with individual employees and their groups in the team. Psychological features of employee behavior in the organization. The main psychological patterns of the manager as a leader of the organization, the main tools of its managerial influence. Technology of formation of organizational culture. Basic methods of self-regulation, stress management and conflict management.

**Business ethics and social responsibility of business.** Ethics is the foundation of modern business. Theoretical and methodological aspects of business ethics and its role in management. Ethical problems and violations of modern business ethics. Business ethics in Ukraine and foreign countries. Internal mechanisms of influence of business ethics on activity of organizational formations. Conceptual bases of development of social responsibility. Social responsibility in the management system of the organization. Formation of relations with employees based on corporate social responsibility. Strategy of socially responsible behavior in the market environment. Evaluation of the effectiveness of corporate social responsibility.

**Methodology and Organization of Scientific Research with the Principles of Intellectual Property.** Methodology: essence, content, concept. Problems of scientific knowledge in the history of philosophy. Dialectical and logical bases of scientific knowledge. Specifics of scientific knowledge. Conceptual foundations of scientific knowledge. Content and structure of the research process. The problem of truth. The main stages and forms of the research process.

## **SPECIAL (PROFESSIONAL) TRAINING CYCLE**

### **Compulsory components of EPP**

**Management of enterprise competitiveness.** Competition in a market economy. Competitive environment of the enterprise. The essence of the competitiveness of goods and services in the market. Factors of enterprise competitiveness. The main strategies of enterprise competitiveness. Enterprise competitiveness management system. Regulation of competition at the national and international levels. Competitiveness in the context of globalization.

**Contract law.** The concept and general characteristics of contract law in Ukraine. General provisions on contracts in the field of entrepreneurial activity. Fulfillment of contractual obligations by business entities (entrepreneurs). Agreements on the transfer of ownership. Agreements on the transfer of property for use. Contracts for the performance of works. Contracts for the provision of legal and factual services.

**Modern management concepts.** The essence and meaning of management concepts. Process management concept. Goals management concept. Controlling concept.

The concept of project-oriented team management. Business process reengineering concept. Knowledge concept. Approaches to the formation of a knowledge management system. Knowledge strategy of the organization. Logistics concept. Modern resource concept in management. Quality management concept. Financial management concept. Kaizen management concept. The concept of total control. Benchmarking concept. The concept of Lean technologies. System "5S". Value Stream Mapping. Just-in-Time system. Kanban system. Time management concept. Flexible management concept. Risk management concept. Brand management concept. The concept of organizational design. The concept of organizational culture. Modern concepts of strategic management.

**Project management in the organization.** Project management system: goals, functions, structure elements. Organization of project management. External organizational structures of the project. Project content planning. Project structuring. Project planning in time. Project calendar planning. Project implementation control. Project content management. Creating a hierarchical structure of works. Distribution of work between participants and conclusion of contracts. Basic time management processes. Methods of reducing project implementation time. Defining operations to reduce their execution time. Deviation management. Project cost, resource, and contract management. Personnel and project quality management. Project risk management. The essence and classification of project risks. Integration and automation of project management.

**Quality Management.** Product quality as an object of management. Economic aspects of product quality. Factors affecting product quality. Legal aspects of quality assurance. History of quality management. International and regional cooperation of Ukraine in the field of quality management. Creation and implementation of a quality management system in the enterprise. Quality management based on the concept of TQM, stages of its development. Standards as a regulatory framework for quality management. Certification in the quality assurance system. Product quality planning and assessment. System of product quality indicators. Economic efficiency of quality management. Foreign experience in product quality management

### **Optional components of EPP Free choice according to specialty**

*Optional block "Management in various organizational and legal forms of business"*

**Anti-crisis management of enterprises.** General concepts of the crisis and crisis phenomena. Classification of crises. The cyclical nature of crisis phenomena. Crisis recognition methodology. The purpose and objectives of anti-crisis management. The stability of the enterprise and the crisis. Transitional periods of enterprise development. Crisis as a turning point in development. A system of monitoring and early detection of signs of an impending crisis. Anti-crisis management problems and differentiation of management technologies. Functional and anti-crisis management. Crisis management scheme. The role of innovation in crisis management. The situational approach to management in a crisis. Organization of work to overcome the crisis.

**Risk-Management and Economic Security.** Risk in management and the basic principles of its analysis and management. Qualitative and quantitative risk analysis. System of quantitative assessments of the degree of risk. Risk and usefulness. Diversification as a way to reduce risk. Portfolio theory. Using game theory and statistical solutions to model risk. Making multi-purpose decisions in risk conditions. Cost, time, and risk. Risk and stochastic forecasting. Strategic (investment) management and risk. Economic security of the enterprise

as a science, its subject, and method. The system of economic security of the enterprise. Assessment of economic security of the enterprise.

**Supply chain management.** Theoretical foundations of supply chain management. The structure of the logistics supply chain. Choosing an alternative to improve the processes in the supply chain. Development of a multidimensional dynamic supply chain management model. Basic levels of decision-making in supply chain management, their classification, and relationship. Decision-making models in supply chain management. Decision-making in supply chain management in conditions of uncertainty. Operation of supply chains in conditions of risk. Business process management in supply chains. Development and implementation of logistics strategies in supply chains. Integration and cooperation in supply chains. Supply chain management information technology. Systems for measuring the economic efficiency of the supply chain. Value chain. Global supply chain management.

**Logistics management.** Logistics in the enterprise management system and current trends in logistics management. Theoretical foundations of logistics management: the essence of logistics management, stages of logistics management development. Logistics-oriented enterprise management system, logistics management tools. Logistics strategy of the enterprise and its components. The essence and main characteristics of logistics management organizing. Logistic management of procurement and production promotion processes. Logistics management of distribution processes and strategic partnerships in the supply chain. Strategic planning in the logistics management system. Strategic analysis of enterprise logistics. The efficiency of the logistics service of the enterprise.

**Digital Management.** The essence of the digital category and its features. Digital environment and how it works. Digital tools of manager. Effectiveness of digital management. Strategic management of development of Ukrainian agro-industrial enterprises on the principles of digitalization. Digital management of public resources. The process of combining digital transformation and the main strategy of the enterprise. Management of an agro-industrial enterprise with full digitalization of production.

**Complex quality management system of products and services.** Theory and methodology of quality management, principles of operation of quality management systems for different types of goods (products, services). Regulatory, organizational and economic issues of quality management of goods (services). Features of functioning of quality management systems of products, services and environment. The problem of quality at the present stage and its impact on the development of the country's economy; domestic and international experience in product quality management; the use of methodological bases of management: general approaches, principles and methods of work according to quality of goods.

**Corporate management.** The essence and economic nature of corporate management. Varieties of corporate associations as objects of corporate management. Joint-stock company as an object of corporate management. External environment of corporate management. Corporate capital management. Development of corporate management. Corporate control. Corporate culture.

**Management of cooperatives.** The essence of management activities in cooperatives. Administration in cooperatives and cooperative associations. Management communication skills: meetings, negotiations, conflict management. Ensuring transparent relations between managers and members of the cooperative. Management of planning processes in the cooperative, strategic planning. Improving processes and control in the cooperative. Leadership and team building. Management of financial activities in cooperatives.

**Change Management.** Study of theoretical approaches to change. Features of formation of organizations in the conditions of continuous changes. Forms and methods of changes in the organization. Features of changes in relation to individual functional blocks. Practical application of the theory and methodology of change in enterprises, overcoming resistance to change and structural change.