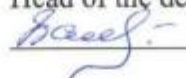
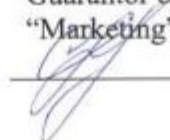


**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES
OF UKRAINE**

Department of Management named after J. S. Zavadskyi

"CONFIRMED"
Dean of the faculty of Agrarian
Management
Anatolii OSTAPCHUK
_____ 2023

"APPROVED"
by the department's meeting
Record № 8 dated on "22" 05 2023
Head of the department
 Tetiana BALANOVSKA

"REVIEWED"
Guarantor of the academic program
"Marketing"
 Violeta HERAIMOVYCH

**PROGRAM OF THE COURSE
"MANAGEMENT"**

Specialization 073 "Management"
Educational program "Management"
Faculty of Agrarian Management

Developer: Hanna Kharchenko, Ph.D. of Economics, Associate Professor,
Associate Professor of Department of Management
named after J. Zavadskyi

Kyiv – 2023

1. Description of the course

«Management»

Field of knowledge, specialization, educational program, educational degree		
Educational degree	Bachelor	
Specialization	075 “Marketing”	
Educational program	"Marketing"	
Characteristics of the course		
Type	Compulsory	
Total number of hours	120	
Number of ECTS credits	4	
Number of content modules	2	
Course project (work) (if applicable)	-	
Form of assessment	Exam	
Indicators of the course for full-time and part-time forms of study		
	full-time education	correspondence form of training
Course (year of study)	2	-
Semester	3	-
Lecture classes	30 hrs.	-
Practical, seminar classes	30 hrs.	-
Laboratory classes	-	-
Self-study	60 hrs.	-
Individual assignments	-	-
Number of weekly classroom hours for the full-time form of study	4 hrs.	

2. Purpose, objectives, and competencies of the course

The aim of the course «Management» is to form modern managerial thinking and a system of special knowledge in the field of management, to understand the conceptual foundations of organizational management system; to acquire skills in the analysis of the internal and external environment, and make adequate management decisions.

The task of studying is the theoretical training of students on the following issues:

- the essence of the basic concepts and categories of management;
- principles and functions of management;
- systems of management methods;
- the content of processes and management technologies;
- basics of planning, organization, motivation, and control of activities;
- making managerial decisions;
- information support of the management process;
- leadership and leadership;
- management efficiency.

Acquisition of competencies:

Integrated competency (IC): The ability to solve complex specialized tasks and practical problems in the field of marketing activities or in the learning process, which involves the application of relevant theories and methods and is characterized by the complexity and uncertainty of conditions.

General competencies (GC):

GC 4. Ability to learn and master modern knowledge.

GC 5. Definiteness and persistence in terms of tasks and responsibilities.

GC 6. Knowledge and understanding of the subject area and understanding of the professional activity.

GC 10. Ability to communicate in a foreign language.

Program learning outcomes (PLO):

PLO 5. Identify and analyze the key characteristics of marketing systems at different levels, as well as the behavior of their subjects.

PLO 9. Assess the risks of marketing activities, and establish the level of uncertainty of the marketing environment in making management decisions.

PLO 10. Explain information, ideas, problems, and alternative options for management decisions to specialists and non-specialists in the field of marketing, and representatives of various structural units of the market entity.

3. The program and structure of the course

«Management»

MODULE 1

ORGANIZATION MANAGEMENT SYSTEM

Topic 1. The concept and essence of management

Organization as an object of management. The concept of "organization". Signs and general features of the organization as an object of management. Division of labor in the organization and the need for management.

Organization as an open system. The external and internal environment of the organization. Basic models of the organization and the corresponding concepts of organization management.

Evolution of views on the essence of management. The ratio of the categories "management", "management", "administration", "management". An empirical approach to management. Management as a science and art. Management functions. Management cycle.

A modern interpretation of the role and essence of management.

Managers in the organization. Signs of the manager. Distribution of managerial work. Areas of management. Management levels. The role of the manager in the organization according to G. Mintzberg. Qualities needed by managers. Promising manager model.

Tasks, principles, and methods of management. Management functions.

Topic 2. History of management

The emergence of management science and the direction of evolution of managerial thought.

Prerequisites for the emergence of management science. Approaches to the classification of areas of management science. General characteristics of the evolution of scientific approaches to the management of organizations.

Early theories of management. The classical theory of management (school of scientific management and administrative school of management): directions and purposes of research; main achievements; significance for modern practice; limitation. Neoclassical (behavioral) management theory (school of human relations and school of organizational behavior): research orientation; contribution to the development of management science; main advantages and disadvantages. A quantitative theory of management: basic ideas; contribution to the development of management theory; directions of use of achievements.

Integrated approaches to management. Common features of integrated management approach. Essential characteristics of the process, system, and situational approaches to management: basic ideas; contribution to the development of management science; practical implementation.

Modern directions of development of management science. The tendency to strengthen the technocratic aspect of management. Focus on technical and technological innovations. Humanization of management. Globalization of management. Combining the interests of business, society, and man. R. Quinn's model of "competing values".

Topic 3. Fundamentals of the theory of managerial decision making. Methods of management decisions justification

Concepts and models of decision making. The place of decision-making in the management process.

Models of decision theory: classical; behavioral; irrational. Decision-making process. Intuitive and rational decision-making technologies.

Stages of rational decision-making technology. Human and organizational factors in the decision-making process. Individual and group decision-making.

Methods of the creative search for alternatives. Classification of methods of creative search for alternatives. Methods of an individual and collective creative search for alternatives. Methods of activating the creative search for alternatives.

Classification of methods of substantiation of management decisions. Quantitative and qualitative methods. Possibilities and areas of application of analytical, statistical, theoretical, and game methods and methods of mathematical programming.

Tools for substantiation of management decisions. Quantitative and qualitative forecasting methods. The essential characteristics of the method of "payment matrix". Building a "decision tree" and choosing the best option.

Justification of decisions in conditions of uncertainty. Theoretical and game methods. Criteria for the theory of statistical decisions. Methods of game theory. Expert methods of decision making: simple ranking method; method of weights.

Topic 4. Management efficiency

The concept of management efficiency. Management efficiency. Organizational principles of effective management. Organizational efficiency of management. Economic efficiency of management. Social efficiency of management.

MODULE 2. MANAGEMENT PROCESS IN THE ORGANIZATION

Topic 5. Planning as a function of management

The planning process. Major components of planning. Organizational mission, mission statement, goal, plan. Main components of the mission statement. The nature of organizational goals. Levels of goals. Hierarchy of goals. Benefits of goals. Goal commitment. Strategic, tactical, and operational plans. Single-Use and Standing plans. Time horizons of goals and plans.

Strategic planning in the organization. The concept of "strategy". Elements of strategy. Levels of strategy: general corporate strategy; business strategy; functional strategy; pyramid of strategies. Strategic planning process: defining the company's mission; external and internal analysis; SWOT analysis; determination of specific goals of the organization; analysis of strategic alternatives and choice of strategy. Methods of choosing a corporate strategy. Choice of business strategy (typical strategies according to M. Porter). Functional strategies. Giving the strategy a specific form.

Topic 6. Organizing as a function of management

The basic elements of organizational structure. Organization charts, job design. Chain of command. Alternative work schedules. Methods of vertical and horizontal coordination. Formalization. Types of departmentalization. The span of management. Levels in the hierarchy: tall structure and flat structure. Downsizing and Restructuring. Delegation of responsibility. Line and Staff Positions. Line and functional authorities. Slack resources. Information systems. Lateral Relations. Assessing alternative structures. Functional, Divisional, Hybrid, and Matrix Structures. Contingency factors: technology, size, environment. The concept of human resource management. Human resource planning, staffing, development, evaluation, compensation.

Topic 7. Motivation as a function of management

The nature of motivation. Needs, Motivation and Satisfaction. Needs Theories. Hierarchy of Needs Theory (Abraham Maslow). ERG Theory (Clayton Alderfer). Two-Factor Theory (Frederick Herzberg). Acquired-Needs Theory (David C. McClelland).

Cognitive Theories. Expectancy Theory (Victor H. Vroom). Equity Theory (J. Stacy Adams). Goal-Setting Theory (Edwin A. Locke and Gary P. Latham). Approaches to managing productivity and quality. Theories "X" and "Y" (Douglas

McGregor). Reinforcement Theory and Social Learning Theory. Motivation and Compensation. Types of stimulus. Individual and Group Motivation.

Topic 8. Controlling as a function of management

Controlling as a Management Process. Subject and Object in Controlling. Role of Controls and Levels of Control. Steps in the Control Process. Types of Control. Managerial Control Styles. Assessing Control Systems. Major Control Systems. Financial Control. Financial Statements, Financial Audits. Budgetary Control. Types of Budgets, The Budgetary Process. Quality Control. Inventory Control. HACCP, ISO systems. Strategic Implications of Quality. Quality Assurance Institutions. The Nature of Information Systems and their importance in the controlling process. Information Needs by Managerial Level. Characteristics of Useful Information. Impacts of Information Technology on Organizations. Operations Management and Controlling Function. The Operations Management Process. Operations Strategy. Developing and Implementing Operating Systems.

Topic 9. Leadership and power

The concept and essence of groups in the organization. Types of groups in the organization. characteristics of formal and informal groups. Factors influencing the activities of informal groups. J. Homans' model of group behavior The essence of leadership and leadership. The ratio of the categories "influence", "power", "dependence", "leadership". Classification of sources of power in the organization according to J. French and B. Raven. Leadership as a mechanism for combining different sources of power. Comparative characteristics of the manager and the leader.

Theory of personal qualities of a leader. The main idea and objectives of the approach to the study of leadership from the standpoint of personal qualities. The main results of research on the theory of personal qualities of the leader.

Concepts of leader behavior. The concept of "management style" and "range of management styles". "Theory X" and "Theory Y" by D. McGregor. Autocratic and democratic management styles. K. Levin's concept of three management styles. Ohio State University's two-factor leadership model. R. Likert's leadership concept. R. Blake and J. Mouton's model of management types. Conclusions from the results of research on behavioral concepts of leadership.

Topic 10. Information and communication in management

Concepts and main characteristics of information, classification, and sources of information. The concept of communications and the communication process.

Elements of communication (sender, recipient, message, communication channel, communication barriers). A communication process model. The content of the main stages of the communication process.

Interpersonal and organizational communications. Oral, written, and non-verbal communication, their advantages, and disadvantages. Formal and informal organizational communications. The concept of a "communication network". Types of communication networks in groups. Management of communication processes. Obstacles to effective communication and ways to overcome them.

Structure of the course

«Management»

Names of semantic modules and themes	Amount of hours											
	Daily form						Correspondence form					
	total	including					total	including				
		1	p	lab	ind	self.		1	p	lab	ind	self.
1	2	3	4	5	6	7	8	9	10	11	12	13
CONTENT MODULE 1. ORGANIZATION MANAGEMENT SYSTEM												
1. The concept and essence of management	14	2	2			10						
2. History of management	14	2	2			10						
3. Fundamentals of the theory of managerial decision-making. Methods of Management decisions justification	18	4	4			10						
4. Management Efficiency	14	2	2			10						
Total for content module 1	60	10	10			40						
CONTENT MODULE 2. MANAGEMENT PROCESS IN THE ORGANIZATION												
5. Planning as a function of management	11	4	4			3						
6. Organizing as a function of management	11	4	4			3						
7. Motivation as a function of management	11	4	4			3						
8. Controlling as a function of management	9	4	2			3						
9. Leadership and power	10	2	4			4						
10. Information and communication in management	8	2	2			4						
Total for content module 2	60	20	20			20						
Total hours	120	30	30			60						

4. Seminar topics

№	Title of topic	Number of hours
1	The concept and essence of management	2
2	History of management	2
3	Fundamentals of the theory of managerial decision making. Methods of Management decisions justification	2
4	Management efficiency	-
5	Planning as a function of management	2
6	Organizing as a function of management	2
7	Motivation as a function of management	2
8	Controlling as a function of management	-
9	Leadership and power	2
10	Information and communication in management	-
Total		14

5. Practical class topics

№	Title of topic	Number of hours
1	The concept and essence of management	-
2	History of management	-
3	Fundamentals of the theory of managerial decision making. Methods of management decisions justification	2
4	Management efficiency	2
5	Planning as a function of management	2
6	Organizing as a function of management	2
7	Motivation as a function of management	2
8	Controlling as a function of management	2
9	Leadership and power	2
10	Information and communication in management	2
Total		16

6. Laboratory class topics

(are not provided the curriculum)

7. Independent work topics

№	Title of topic	Number of hours
1	The concept and essence of management	-
2	History of management	-
3	Fundamentals of the theory of managerial decision making. Methods of management decisions justification	2
4	Management efficiency	2
5	Planning as a function of management	2
6	Organizing as a function of management	2
7	Motivation as a function of management	2
8	Controlling as a function of management	2
9	Leadership and power	2
10	Information and communication in management	2
Total		16

8. Samples of control questions, tests for assessing the level of knowledge acquisition by students

Control questions

1. The meaning of the concept of "organization".
2. What are the general features of the organization?
3. Explain the content of the main features of the organization according to the relevant criteria (types of resources, subsystems of the environment, management, level of management, the direction of relationships)
4. What factors belong to the internal environment of the organization?
5. What factors belong to the auxiliary external environment of the organization?
6. What factors belong to the mega- (main) external environment of the organization?
7. What methods are used to implement forms of environmental uncertainty management (adaptation to existing elements of the environment, favorable impact on the environment, changing the scope of activities)?
8. Explain the essence of the main approaches to understanding the concept of "Management" (components of management).
9. Discover the essence of the main categories of the course "Management".
10. What is management as a system?
11. What is management as a science?
12. Who is a manager?
13. What are the types of management skills?

14. The concept of "ideal bureaucracy": the essence, advantages and disadvantages, the founders.
15. Describe the basic models of organizations.
16. Ten main roles (according to G. Mintzberg), are performed by managers in the organization.
17. What qualities should a modern manager have?
18. Steps of management according to the concept of F. Taylor.
19. Explain the principles of H. Fayol.
20. What does the School of Human Relations characterize for?
21. What is the concept of "7-S"?
22. What is the main aim of the organizational culture theory?
23. What does the principle "Scalar chain" mean?
24. Stages of development of scientific management.
25. Define the concept of "communication".
26. Communications and their classification
27. Discover the essence of the main types of information.
28. Stages of the communication process.
29. What are tactics, policy, and procedures.
30. What are the types of plans?
31. What are the main planning principles?
32. What are the Planning methods?
33. How is the Tree of Goals built?
34. What is an organizational function?
35. What are the main components of the organizational process? Explain each of them.
36. Explain the content of basic and specific functions of management.
37. What are the advantages of linear organizational structure?
38. What is a functional organizational structure?
39. What is a divisional organizational structure?
40. What ideas underlie A. Maslow's theory of the hierarchy of needs?
41. In what sequence are human needs met according to the theory of ERG K. Alderfer?
42. What new ideas about the theoretical foundations of motivation were proposed by D. McClelland in the theory of acquired needs?
43. What is the contribution of F. Herzberg to the development of the theory of motivation?
44. What process theories of motivation do you know?
45. What are the main principles of expectations V. Vroom's theory?
46. Control, stages of control.
47. Types of control over their classification features.

48. Describe the types of control over the object and place of implementation in the organization.
49. Explain the advantages and disadvantages of the main methods of measuring the actual performance of work in the control process.
50. Define the category of "leadership".
51. What is Management efficiency?
52. What economic indicators of management efficiency do you know?
53. What are ways to increase the effectiveness of management in the organization?

Tests for assessing the level of knowledge acquisition by students

1. The object of science "Management" is:

- a. socio-economic organizations;
- b. organizational experience;
- c. organizational relationships and processes.

2. Describe Maslow's Hierarchy of Needs

- a. Self – Actualization – meaningful work which expresses the inner self of the employee
- b. Esteem – promotions, contests, high-performance evaluations
- c. Belongingness and Love – friends at work
- d. Safety and security – met through job security (i.e. union protection, tenure, etc)
- e. Physiological needs – met by having a job (i.e. food, shelter, air, and water)

3. Weber's bureaucratic approach:

- a. Structure
- b. Specialization
- c. Predictability and stability
- d. Rationality
- e. Democracy

4. What systems include abstract?

- a. chemical;
- b. organisms;
- c. hypothesis;
- d. population;
- e. logic.

5. Stages of development organizations do not include:

- a. birth;
- b. decline;
- c. aging;
- d. youth.

6. The basic elements of culture in organizations include:

- a. Assumptions
- b. Values
- c. Behavioral norms
- d. Behavioral patterns
- e. Artifacts

7. Who is not an administrative management theorist?

- a. Henri Fayol;
- b. Max Weber;
- c. James Mooney;
- d. Luther Gulick

8. Who is one of the founding fathers of modern bureaucratic theory?

- a. Woodrow Wilson;
- b. Adam Smith;
- c. Max Weber;
- d. Karl Marx.

9. A classical approach that claims decisions about organization and job design should be based on precise, scientific procedures.

- a. Rule of law;
- b. Service technology role;
- c. Strategy and structure changes;
- d. Scientific management

10. A system that must interact with the environment to survive.

- a. Organizational ecosystem;
- b. Normative forces;
- c. Closed system;
- d. Open system

9. Teaching Methods

Teaching methods are ways of joint activities and communication between teachers and graduates, providing positive motivation to learn, mastering the system of professional knowledge, and skills, formation of a scientific worldview, developing cognitive forces, and a culture of mental work for future professionals.

The following teaching methods are used during the educational process:

By the source of knowledge: verbal (explanation, conversation, discussion, dialogue); visual (demonstration, illustration); practical (problem-solving, business games).

By the nature of the cognitive activity: explanatory-visual problem statement; partial search and research methods.

By place in educational activities:

- methods of organization and implementation of educational activities that combine verbal, visual, and practical methods; reproductive and problem-searching; methods of educational work under the guidance of a teacher and methods of independent work of higher education students;

- methods of stimulating and motivating educational work, including cognitive games, educational discussions, and role situations;

- methods of control and self-control over educational activities: methods of oral, and written control; individual and frontal, thematic and systematic control.

The process of teaching the course to intensify the educational and cognitive activities of higher education seekers provides for the use of the following educational technologies:

- Working in small groups allows for to structure of practical seminars on the form and content, creates opportunities for participation of each student in higher education

in the work on the topic of the lesson, and provides the formation of personal qualities and experience of social communication;

- seminars-discussions involve the exchange of views and views of participants on this topic, as well as develop thinking, help to form views and beliefs, the ability to formulate opinions and express them, learn to evaluate other people's suggestions, critically approach their own views;

- brainstorming - a method of solving urgent problems, the essence of which is to express as many ideas in a limited period of time, discuss and select them;

- case method - a method of analysis of specific situations, which allows to bring the learning process closer to the real practical activities of specialists and involves consideration of industrial, managerial, and other situations, complex conflicts, problem situations, and incidents in the study of educational material;

- presentations - speeches to the audience, used to present certain achievements, results of the group, a report on the implementation of individual tasks, briefings, demonstrations;

- didactic games - a method of imitation (imitation, reflection) of managerial decisions in various situations according to the rules already developed or formed by the participants, is implemented through an independent solution of higher education students, given the lack of necessary knowledge when there is a need to master new content or look for new connections in already learned material;

- banks of visual support help to intensify the creative perception of the content of the discipline with the help of clarity.

10. Forms of assessment

According to provisions «*About the examinations and credits of NULES of Ukraine*» approved by the Academic Council of NULES of Ukraine on April 26, 2023, Protocol No. 10, types of knowledge control Applicants for higher education have current control, intermediate and final assessment.

Current control is carried out during practical, laboratory, and seminar classes and aims to check the level of readiness of higher education students to perform specific work.

Intermediate assessment is carried out after studying the program material of each content module. The teaching material of the courses taught during one semester - autumn or spring is divided by lecturers into two or three content modules.

Intermediate attestation should determine the level of knowledge of higher education students from the program material of the content module (rating assessment from the content module), obtained during all types of classes and independent work.

Forms and methods of intermediate certification, mastering the program material of the content module are developed by the lecturer of the course and approved by the department in the form of testing, written tests, colloquium, and experimental results, which can be evaluated numerically, calculation or calculation work, etc.

The mastering of the content material of the content module by a higher education student is considered successful if his / her rating is not less than 60 points on a 100-point scale.

After conducting intermediate assessment of two content modules and determining their ratings, the lecturer of the course determines the rating of the applicant of higher education in the work of R_{HP} (not more than 70 points) according to the formula:

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{3M} \cdot K^{(1)}_{3M} + \dots + R^{(n)}_{3M} \cdot K^{(n)}_{3M})}{K_{DIS}}, \quad (1)$$

where $R^{(1)}_{3M}, \dots, R^{(n)}_{3M}$ – ratings from content modules on a 100-point scale;

n – number of content modules;

$K^{(1)}_{3M}, \dots, K^{(n)}_{3M}$ – the number of credits of the European Credit Transfer and Accumulation System (ECTS) (or hours) provided for in the working curriculum for the relevant content module;

$K_{DIS} = K^{(1)}_{3M} + \dots + K^{(n)}_{3M}$ – the number of ECTS credits (or hours) provided by the working curriculum of the course in the current semester.

Formula (1) can be simplified if we take $K^{(1)}_{3M} = \dots = K^{(n)}_{3M}$. Then it will look like

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{3M} + \dots + R^{(n)}_{3M})}{n}. \quad (2)$$

The rating of the applicant for higher education in educational work is rounded to an integer.

The academic work rating may be affected by the additional work rating and the penalty rating.

The rating for additional work is added to the rating for training and may not exceed 20 points. It is determined by the lecturer and is provided to higher education students by the decision of the head of the department for work that is not provided for in the curriculum but contributes to improving their knowledge of the course.

11. Distribution of grades received by students

Evaluation of student knowledge is carried out based on a 100-point scale and is converted to national grades according to Table 1 "Regulations and Examinations and Credits at NULES of Ukraine" (order of implementation dated 26.04.2023, protocol №10)

Rating of the applicant for higher education, points	Evaluation results on national exams, tests
	Exam
90-100	excellent
74-89	good
60-73	satisfactorily
0-59	fail

In order to determine the rating of a student (listener) in the discipline Rdis (up to 100 points), the rating from the exam Rex (up to 30 points) is added to the rating of a student's academic work Raw (up to 70 points):

$$Rdis = Raw + Rex.$$

11. Educational and methodological support

1. Work program of the academic course "Management".
2. eLearning course, located on the academic portal <https://elearn.nubip.edu.ua/course/view.php?id=2160>.
3. Balanovska T. I., Kharchenko H. A., Artiukh T. O. Management: Textbook. Kyiv: NULES, 2021. 245 p.
4. Горьовий В. П., Гоголю О. П., Харченко Г. А. Менеджмент і адміністрування. Практикум: навчальний посібник для підготовки фахівців спеціальності «Менеджмент». Київ: ЦП «Компринт», 2018. 305 с.
5. 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.
6. Харченко Г.А., Гоголю О.П., Харченко В.В. Теорія організації: Навч. посіб. Київ: «ЦП «Компринт», 2020. 453 с.

12. Recommended sources of information

Main

1. Principles of management. 2019. URL: <https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofManagement-OP.pdf>
2. Karam Pal Management Concepts and Organizational Behaviour. 2018. URL: <http://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf>
3. Coleman Patterson Management Briefs Management and Leadership Theory Made Simple. 2010. 246 p.
4. Peter F. Drucker The Effective Executive: The Definitive Guide to Getting the Right Things Done. Harper Business; Revised edition. 2006. 208 p.
5. James Burrow, Brad Kleindl, Kenneth Everard Business principles, and management. Thomson. 2008. 736 p.
6. Sharma, R.A., Organizational Theory and Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi. 2000. 186 p.
7. Баєва О.В., Новальська Н.І., Згалат-Лозинська Л.О. Основи менеджменту: практикум: навчальний посібник. Київ: ЦУЛ, 2007. 524 с.
8. Балановська Т.І., Гогоуля О.П., Троян А.В. Менеджмент: навчальний посібник. Київ: ЦП «Компринт», 2017. 465 с.
9. Балановська Т.І., Гогоуля О.П., Троян А.В. Основи менеджменту, маркетингу та підприємництва: навчальний посібник. Київ. ЦП «Компринт». 2018. 536 с.
10. Балановська Т.І., Гогоуля О.П., Троян А.В. Основи менеджменту: Навчальний посібник. Київ: ЦП «Компринт», 2016. 417с.
11. Балановська Т. І., Гогоуля О. П., Троян А. В. Словник-довідник з менеджменту. Київ: ЦП «Компринт», 2016. 480 с.
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