

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

Department of management named after prof. J. Zavadskiy

«APPROVED»

Dean of the faculty of Economics
Faculty of Economics

_____ A. Dibrova

«____» _____ 2021

“CONFIRMED”

at the meeting of department of
management named after prof. J.Zavadskiy
Protocol № ____ from “____” _____
Head of department

_____ T. Balanovska

“CONSIDERED”

Guarantor of the EPP “Finance, Banking
and Insurance”

_____ Y. Nehoda

SYLLABUS
of the course
“MANAGEMENT”

Specialty 072 Finance, Banking and Insurance
Educational-professional program "Finance, Banking and Insurance"
Faculty of Economics
Author: PhD of economics, associate professor H. Kharchenko

Kyiv – 2021

1. Description of the course «Management»

Area of knowledge, direction of preparation, specialty, educational and qualification level		
Educational and qualification level	bachelor	
Specialty	072 Finance, Banking and Insurance	
Educational-professional program	Finance, Banking and Insurance	
Characteristics of the course		
View	normative	
Total number of hours	120	
Number of credits ECTS	4	
Number semantic modules	2	
Course project (work) (if available in curriculum)	-	
Form of control	Exam	
Descriptions of the course for full-time and distance learning		
	full-time education	correspondence form of training
Year of preparation	4	-
Semester	8	-
Lectures	26 hrs.	-
Practical works	26 hrs.	-
Laboratory classes	-	-
Independent work	68	-
Individual tasks	-	-
Number of weekly hours for full-time students: classroom	4 hrs.	

2. The purpose and objectives of the course «Management»

The main purpose of teaching is to create modern, on the basis of system approach, worldview regarding the establishment, functioning and evolution of organizations.

The main tasks that need to be solved in the process of teaching are:

- providing students with knowledge about the theory and practice of functioning of the organizations in the changing conditions of the modern market socio-economic environment on the regulation of processes that occur in the relationship with the external environment, etc;
- a study of the major organizational theories;
- the study of the theoretical and methodological bases of creation and functioning of the organizations;
- learning the basic methodological approaches to the analysis of the internal and external environment of organizations;
- acquisition of skills of building organizational structures of organizations of various types;
- skills of transformation, the creation of image and culture organizations.

The results of the study. After mastering the course students should acquire skills of transformation, the creation of image and culture organizations.

to know: the theoretical foundations and patterns of organizational theory; the classification of organizations, lifecycle of organizations; a typology of organizations and social organizations; structural elements and the mechanism of management of the organization; features of the formation, functioning, development, and dissolution of organizations, the nature and content of organizational culture.

be able to: work with monographic, encyclopedic reference, statistical, electronic sources on socio-economic issues and management; know the methods of calculations of the main indicators and the use of methodological tools in order to understand the changing phenomena and processes that affect the state of the organization; use a methodological and methodical approaches in the studies of performance and design organizations; to investigate and characterize different types of organizations, defining their advantages and disadvantages; to make comparative analysis and the formation of different types of organizational structures; to determine the factors of image formation and the culture of the organization; to develop actions for the transformation of how the organization as a whole and its components taking into account the influence of environmental factors.

The course provides the formation of a number of professional competencies:

PC 9. Ability to form and implement communications in the fields of finance, banking and insurance.

As a result of studying the course the student will acquire certain program results:

PR 5. Demonstrate skills of written and oral general and professional communication in state and foreign languages.

PR 6. Demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

PR 7. Show initiative and entrepreneurship, adapt and act in a new situation;

PR 8. Perform professional functions both independently and in a group under the guidance of a leader.

3. The program and structure of the course

«Management»

CONTENT MODULE 1. THEORETICAL FOUNDATIONS OF MANAGEMENT

Theme lectures 1. Organization as an object of management

The typology of organizations. Classification of organizations by features, classification management principles; classification by functional features; classification on the basis of the implementation of public functions; classification on the basis of defining the target. The internal environment of the organization. Variables within the organization (internal factors): objectives, tasks, structure, technology, people. The culture and image of the organization as its internal factors. The relationship of internal factors. Research methods internal environment: analytical methods; expert methods; linear programming; dynamic programming; diagnosis (rapid diagnosis, thorough diagnostics); internal monitoring (moment observation, constant observation). The external environment of the organization. The microenvironment (environmental factors direct influence): partners; competitors; central and local authorities; the surrounding population; natural conditions. Macro - (external environmental factors indirect impacts): international developments and the environment; the state of the economy; socio-cultural factors; political circumstances; the development of science and technology; right; social and public factors. Research methods in the external environment (external monitoring: external monitoring; target observation; informal search; formal search. The relationship of factors external and internal environment of the organization.

Theme lectures 2. Fundamentals of management

The concept and process of management. The importance of management in studying organizational structures and systems. The characteristic features of management and its different dimensions. The various levels and functions of management. Modern management thoughts.

Theme lectures 3. History of management

History of management. Robert Owen, Charles Babbage, Henry Ford, Mary P. Follett, Peter Drucker, Henry Towne, Frederick W. Taylor, The Gilbreths, Max Weber, Henry Fayol, Chester Barnard, Abraham Maslow, Douglas McGregor and other management researchers. Definition of management. Management hierarchy. Vertical and horizontal dimensions. Types of organizations. Managerial education. Individual contributors, supervisory, middle and top level managers. The management process. Managerial roles and work methods. Key managerial skills and performance. The concepts of efficiency and effectiveness. External and internal environments. Social

responsibility and ethics in modern management. Introducing core management functions

Theme lectures 4. Decision Making and conflict management

Management by objectives (MBO). The structure of MBO process. Strengths and weaknesses of MBO. The concept and process of Strategic Management. Strategy formulation and strategy implementation. Decision tree. Competitive and absolute advantages. Levels of strategy. Environmental and Organizational Assessments. SWOT analysis. Porter's Five Competitive Forces Model. BCG (Boston Consulting Group) Growth-Share Matrix.

Theme lectures 5. Leadership and power

Leadership. Sources of leader power. Leader behaviors: autocratic, democratic, liberal. The Managerial Grid (by Robert A. Blake and Jane S. Mouton). Fielder's Leadership theories (contingency model). Situational Leadership Theory (Paul Hersey and Kenneth H. Blanchard). Normative Leadership Model (Victor H. Vroom and Philip W. Yetton). Path-Goal Theory (Robert J. House and colleagues).

CONTENT MODULE 2. Management functions

Theme lectures 6. Planning as a function of management

The planning process. Major components of planning. Organizational mission, mission statement, goal, plan. Main components of 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.

Theme lectures 7. 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. 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.

Theme lectures 8. 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 for 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.

Theme lectures 9. 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.

Theme lectures 9. 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.

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	i.w.		1	p	lab	ind	i.w.
1	2	3	4	5	6	7	8	9	10	11	12	13
CONTENT MODULE 2. THE GENERAL THEORY OF MANAGEMENT												
1. Organizations as an object of management	10	2	2		6							
2. Fundamentals of management	10	2	2		6							
3. History of management	10	2	2		6							
4. Decision Making and conflict management	10	2	2		6							
5. Leadership and power	10	2	2		6							
Total for semantic module 2	50	10	10		30							
CONTENT MODULE 2. MANAGEMENT FUNCTIONS												
6. Planning as a function of management	14	4	4		8							
7. Organizing	16	4	4		8							
8. Motivation	14	4	4		8							

9. Controlling	8	2	2		6							
10. Management efficiency	10	2	2		6							
Total for semantic module 2	52	16	16		36							
Total hours	120	26	26		68							

4. Topics of seminars

are not provided the curriculum

№	Title of topic	Number of hours
1		
2		
...		

5. Topics of practical lessons

№	Title of topic	Number of hours
1	1. Organizations as an object of management The external environment of the organization. The microenvironment (environmental factors direct influence): partners; competitors; central and local authorities; the surrounding population; natural conditions. Macro - (external environmental factors indirect impacts): international developments and the environment; the state of the economy; socio-cultural factors; political circumstances; the development of science and technology; right; social and public factors. Research methods in the external environment (external monitoring; external monitoring; target observation; informal search; formal search. The relationship of factors external and internal environment of the organization.	2
2	Fundamentals of management The concept and process of management. The importance of management in studying organizational structures and systems. The characteristic features of management and its different dimensions. The various levels and functions of management. Modern management thoughts.	2
3	History of management The theory of scientific management. Bureaucratic organization theory. The theory of efficient organization. The theory of administrative behavior. Universal theory of the formation of the organization. The theory of organizational capacity. The theory of institutions and institutional change. Modern trends theoretical developments.	2
4	Decision Making and conflict management Management by objectives (MBO). The structure of MBO process. Strengths and weaknesses of MBO. The concept and process of Strategic Management. Strategy formulation and strategy implementation. Decision tree. Competitive and absolute advantages. Levels of strategy. Environmental and Organizational Assessments. Competitive analysis in strategy formulation. SWOT analysis. Porter's Five Competitive Forces Model. BCG (Boston Consulting Group) Growth-Share Matrix.	2
5	Leadership and power	2

	Leadership. Sources of leader power. Leader behaviors: autocratic, democratic, liberal. The Managerial Grid (by Robert A. Blake and Jane S. Mouton). Fielder's Leadership theories (contingency model). Situational Leadership Theory (Paul Hersey and Kenneth H. Blanchard). Normative Leadership Model (Victor H. Vroom and Philip W. Yetton). Path-Goal Theory (Robert J. House and colleagues).	
6	Planning as a function of management Hierarchy of goals. Benefits of goals. Goal commitment. Strategic, tactical and operational plans. Single-Use and Standing plans. Time horizons of goals and plans.	4
7	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. Span of management. Levels in the hierarchy: tall structure and flat structure. Downsizing and Restructuring. Delegation of responsibility. Line and Staff Positions.	4
8	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 for 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.	4
9	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.	4
10	Management effectiveness Management efficiency. Organizational principles of effective management. Organizational efficiency of management. Economic efficiency of management. Social efficiency of management.	2

6. Topics of laboratory lessons

are not provided the curriculum

№	Title of topic	Number of hours
1		
2		
...		

7. Control questions tests for determining the level learning of knowledge students

National University of Life and Environmental Sciences of Ukraine			
Educational qualification level Bachelor	Department of Management named after prof. J. Zavadskiy 2021 – 2022	Examination ticket № 1 by discipline Management	Approved Head of the Department <hr/> T. Balanovska <hr/> ____.____.____
<i>Test questions</i>			
Question 1. The object of science "Management" is: a. socio-economic organizations; b. organizational experience; c. organizational relationships and processes.			
Question 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)			
Question 3. Weber's bureaucratic approach: a. Structure b. Specialization c. Predictability and stability d. Rationality e. Democracy			
Question 4. What systems include abstract? a. chemical; b. organisms; c. hypothesis; d. population; e. theory; f. social; g. logic.			
Question 5. Stages of development organizations do not include: a. birth; b. decline; c. aging; d. youth.			
Question 6. The five basic elements of culture in organizations include: a. Assumptions b. Values c. Behavioral norms d. Behavioral patterns e. Artifacts			

Question 7. Who is not an administrative management theorist? a. Henri Fayol; b. Max Weber; c. James Mooney; d. Luther Gulick
Question 8. Who is one of the founding fathers of modern bureaucratic theory? a. Woodrow Wilson; b. Adam Smith; c. Max Weber; d. Karl Marx.
Question 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
Question 10. A system that must interact with the environment to survive. a. Organizational ecosystem b. Normative forces c. Closed system d. Open system
Question 11. The essence and evolution of organization theory
Question 12. Analysis of factors internal and external environment of organization

8. Teaching Methods

The material taught in lectures, laboratory works and independent works in computer class that is equipped of local area networks, the Internet and the latest software. Lectures are accompanied by the use of presentations, training films and multimedia equipment to facilitate the assimilation of the material.

9. Forms of control

Control knowledge in the students of the course “Information systems and technology” provides the following control measures:

- *Self-control* is the primary form of control knowledge’s that are provided by the distance learning courses provide students with a list of questions (questions and answers);
- *Current control* – through direct teacher evaluation system laboratory practical workshops and assignments for independent work;
- *Modular control* – performed remotely in an automated mode or full-time mode, which is the main form of testing;
- *Final control* – a test that consists of full-time during the designated dean's office or individual schedule, approved curriculum. The basic form of the final control is tested.

10. Description of institutional grading system.

Evaluation of the student is realised according to the provisions «About the examinations and tests of NULES of Ukraine» dated by 27.12.2019 p. № 1371 according to the table. 1.

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

For determination of the rating of the student (listener) from mastering to the discipline R_{course} (100 points) obtained ranking in certification (30 points) added to the rating of student (listener) for Academic work R_{ed} (70 points): $R_{\text{course}} = R_{\text{ed}} + R_{\text{at}}$

11. Methodical maintenance

eLearning course, located on the academic portal <https://elearn.nubip.edu.ua/course/view.php?id=2160>.

12. Recommended Literature

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. URL: <http://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf>
3. Coleman Patterson Management Briefs Management and Leadership Theory Made Simple. 2010.
4. Peter F. Drucker The Effective Executive: The Definitive Guide to Getting the Right Things Done. Harper Business; Revised edition. 2006. 208 p.
5. Dorling Kindersley Essential Manager: Leadership. 2015.
6. James Burrow, Brad Kleindl, Kenneth Everard Business principles and management. Thomson. 2008. 736 p.
7. Менеджмент організацій. За ред. Л. І. Федулова. К. : Либідь, 2004. 448 с.

Additional

1. Kenneth Blanchard Ph.D., Spencer Johnson M.D. The One Minute Manager. 2001. 354 p.
2. John Maxwell The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. 2007. 338 p.
3. Daniel Goleman Leadership: The Power of Emotional Intelligence. 2011. 78 p.
4. Управління підприємством: організаційно-економічний аспект: монографія / за ред. д-ра екон. наук, проф. В.М. Нижника, канд. екон. наук, доц. М.В. Ніколайчука. Хмельницький: ХНУ, 2010. 389 с.

5. Федоренко В. Г. Основи менеджменту К. Алерта. 2007. 420 с.
6. Скібіцька Л.І. Менеджмент: навчальний посібник. К. ЦУЛ. 2007. 416 с.
7. Скібіцька Л. І. Тайм – менеджмент. К. : Кондор, 2009. 528 с.
8. Стадник В.В., Йохна М.А. Менеджмент. К.: Академвидав, 2010. 472 с.

13. Information resources

1. Харчишина О. В. Концепція організаційної культури підприємств: ретроспективний аналіз та перспективи практичного застосування. URL: <http://eprints.zu.edu.ua/8420/1/Вісник%20ДАУ%20%2020072.pdf>
2. A Study of Business Process Reengineering by Kevin Lam. URL: http://www.doc.ic.ac.uk/~nd/surprise_95/journal/vol2/tmkl/article2.html.
3. An Introductory Guide by Peter Carter URL: <http://www.teamtechnology.co.uk/business-process-reengineering.html>.
4. Mastering Strategy: Management. URL: <https://resources.saylor.org/wwwresources/archived/site/textbooks/Mastering%20Strategic%20Management.pdf>
5. Gilbreth L.M. The psychology of management. The Macmillan Company. 1921. URL: <https://www.gutenberg.org/files/16256/16256-h/16256-h.htm>.