

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**

**SUMY NATIONAL AGRARIAN UNIVERSITY**

**Department of Management**

**«Affirm»**

**Head of the Department of**

**Management**

\_\_\_\_\_ **A.M. Mykhailov**

**«\_\_\_\_\_» \_\_\_\_\_ 2019**

## **WORK PROGRAM OF THE DISCIPLINE**

**«Administrative management»**

**Specialty:** 073 «Management»

Doctor of Philosophy in 07 «Management and Administration»  
knowledge area

**Faculty:** Economics and Management

2019 – 2020

Work program of the discipline «**Administrative management**».

**Author: Shevchenko T.I.**, Senior Researcher at the Scientific Department, Associate Professor at the Department of Management, Candidate of Economic Sciences

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Work program was considered at the Department of Management  
Protocol No1 from August 27, 2019.

**Head of the Department of  
Management**

\_\_\_\_\_ **prof. A.M. Mykhailov**

**Agreed:**

Head of the Department of Graduate Studies

\_\_\_\_\_ I.V. Lozynska

Methodist of the Educational Department

\_\_\_\_\_ G.O. Baboshyna

Reiterated: date: \_\_\_\_\_

## 1. DESCRIPTION OF THE EDUCATIONAL DISCIPLINE

Name	Knowledge area, field, educational qualification level	Characteristics of the discipline	
		full-time study	part-time study
Number of credits – 4	<b>Knowledge area:</b> Doctor of Philosophy in 07 «Management and Administration» knowledge area <b>Specialty:</b> 073 «Management»	<i>Optional</i>	
Modules – 2	<b>Field:</b> Management	<b>Year of preparation:</b>	
Content modules: 4		2019-2020	–
<b>Individual scientific task:</b> Essay on the topic correlated with research		<b>Course</b>	
		2	–
Total hours – 120		<b>Semester</b>	
		4 <sup>th</sup>	–
		<b>Lectures</b>	
Weekly hours for full-time study: classroom – 8	44 hours	–	
	<b>Practical, seminar</b>		
	44 hours	–	
	<b>Laboratory</b>		
	–	–	
	<b>Individual work</b>		
	32 hours	–	
<b>Individual tasks:</b> Essay on the topic correlated with research			
Type of control: <b>exam</b>			
<b>Qualification level:</b> The third level			

The ratio of the class hours number to the individual work hours number for full-time education is 88/32.

## 2. THE PURPOSE AND SPECIFIC OBJECTIVES OF THE DISCIPLINE

*The purpose* of teaching the discipline «Administrative Management» is to develop a systematic complex of knowledge of graduate students on the general principles, methods, and approaches of administrative management.

*The main objectives* of studying the discipline are to obtain by future doctors of philosophy of knowledge, acquirements and skills in the field of management of an organization, enterprise and its functional divisions; acquisition of theoretical knowledge for a deeper systematic and comprehensive understanding of the functions of administrative management, the performance of management procedures, decision making, business communication and documentation of management processes.

As a result of studying the discipline, the graduate student should:

*know:* the basic tasks of the manager-administrator in the organization, the components of the system of administrative management of the organization, features of administrative planning, the essence of the target complex programs and calendar plans, the methodology of designing organizational structures, the main forms of construction of systems of administrative staff motivation, indicators by which the activity of the management apparatus in the organization is controlled, the order of administrative decision making, the main features of administrative power and means of administrative influence.

*be able to:* apply modern principles of administration of management decisions, to classify objects of administrative management in accordance with the norms of the relevant laws, to schedule ongoing work in the process of solving problems of the current plan, to define managed units at the appropriate hierarchy levels and to develop job duties based on the system approach, be able to develop or improve the organizational structure of the enterprise in accordance with strategic objectives, to define the chain of business operations on the example of a specific business process based on the use of modern scientific approaches and critical analysis, to develop personal motivation system for a certain category of employees in the organization, to substantiate scientifically the relevant regulations in the field of activity of organizations.

### 3. THE PROGRAM OF THE DISCIPLINE

Approved by the Council of SNAU, June 12, 2019

#### **Content Module 1 – Theoretical basis of administrative management**

##### *Topic 1. Historical background and theory of administrative management*

Historical background and evolution of administrative management. Classical Administrative School: A. Fayol, L. Urvik, G. Church, J. Mooney, and A. Reilly. The theory of the administrative organization of the ideal type of M. Weber. The modern concept of administrative management. Principles of administrative management. Criticism of the concept of administrative management.

##### *Topic 2. System of administrative management*

The system of administrative management and the main categories of administrative management. The structure of administrative management. Forms, tasks, functions, and structure of administrative management. The essence and importance of the process of administrative management. The components of the process of administrative management: functions, methods, management decisions. Administrative management in business organizations. Administrative bodies and their varieties. Administration as a management apparatus. Body and subject of administrative management. The manager-administrator as a key element of the administrative system and the subject of administrative management. Content of activities, functions, and tasks of the manager-administrator. Administrative positions and their hierarchy. Requirements for a modern manager-administrator.

#### **Content Module 2 – Planning, Organization, Motivation, Control and Regulation in Administrative Management**

##### *Topic 3. Planning in Administrative Management*

The essence of administrative planning. Principles of administrative planning. Perspective and strategic planning as a function of administration. Levels of administrative planning. The content of the targeted approach to planning. Administrative planning methods and methods of plans development. Schedule of work performance. Targeted comprehensive programs. Strategic vision, forecasting and programming. Short-term and operational plans. Calendar plans and itinerary maps. Individual plans.

##### *Topic 4. Labor organization of subordinates*

The essence of the organization of administration activities and its role in administrative management. Organization of the administration's structure. Assigning

of powers, duties, and responsibilities of employees of the enterprise administration. Centralization and decentralization of managerial powers in the management apparatus. The methodological basis for designing organizational structures of administrative management. Procedure for designing organizational structures of administrative management. Design tools. The horizontal, functional division of labor and vertical specialization of administrative management. Levels of administrative management. Departmentalisation in the management apparatus. Types of departmentalization. Administrative units. The scale of controllability. Building a hierarchy of administrative management in the management apparatus. Concept of designing work.

***Topic 5. Motivation of employees of the management apparatus***

Forms of administrative employees' motivation. Approaches to motivating employees of the management apparatus. Building of incentive systems for administration.

***Topic 6. Control and regulation as administrative management***

Types of controlling the activities of management apparatus. Types of administrative control. External and internal administrative control. Content of administrative and executive control. Administrative standards. Solid and selective controls. Visual and automated types of control observation. Administrative control tools. Budgetary control, administrative audit, statistical observation, personal observation, report, statement, meeting.

**Content module 3 – Methods and management decisions in administrative management**

***Topic 7. Administrative Management Methods***

Methods of administrative management and their classification. Organizational-regulatory and administrative-regulatory methods. Orders, prescriptions, verbal instructions. Methodology of regulation development and modern approaches to development. Features of regulation in the service sector. Documentation, information, legal, personnel and technical maintenance of the administrative management system. Administrative paperwork in the organization. The nature of administrative power. Personalization and personification of power. Typology of managers and subordinates. Authority. The duties, rights and responsibilities of subordinates. Administrative influence.

***Topic 8. Administration of management decisions***

Types of management decisions in the system of administrative management. Creation of communication system and information support of the organization. Construction of communication networks in the control apparatus.. Forms of administration of management decisions. Characteristics of management decision execution systems.

Control of the decisions made. Evaluation of the implementation of management decisions. Sanctions and incentives.

***Topic 9. Leading technologies of administrative management***

Types and forms of information systems in administrative management. Administrative know-how. Administration of business processes. ISO quality management systems. Integration of the administrative management system with the automated management system of the organization.

**Content Module 4 – Careers and Business Communication Technologies**

***Topic 10. Career in organization, career management, image***

The essence of the concept of «staff careers». Types of staff careers. Factors and principles for the career development of employees. Stages of employee career development. Staff career management process. Criteria for evaluating the effectiveness of staff career management Stages of career development. Theories of personnel career management. German scientist Ostwald's theory, O. Grossman's theory, John Holland's career choice theory, V. Vrum's theory of expectations, D. Adams's theory of justice, V. Romanov, M. Iris and K. Barrett's scientific postulates. Problems of the middle ages in the works of Heivigherst, Ericsson and Peck.

***Topic 11. Technology and Psychology of Business Communication***

Management situations in business communication. Levels and areas of communication. Non-verbal communication. Communication styles. Rules of conducting business conversations and negotiations. Classification of interview subjects. Recommendations on conducting interviews. The art of negotiation.

***Topic 12. Globalization Aspects of Administrative Management***

Administrative management in different business cultures: the influence of national traditions, culture, and mentality. Territorial, cultural features of governance in different countries. Impact and role of multinational corporations on administrative management.

#### 4. THE DISCIPLINE STRUCTURE

Title of module/topic	Number of hours											
	Full-time						Part-time					
	Total	Incl.					Total	Incl.				
		L	P	Lab	Ind.	I.w.		L	P	Lab	Ind.	I.w.
<b><i>Content Module 1 – Theoretical basis of administrative management</i></b>												
Topic 1. System of administrative management	12	4	4			4						
Topic 2. Historical background and theory of administrative management	12	4	4			4						
<b><i>Together for Content Module 1</i></b>	<b>24</b>	<b>8</b>	<b>8</b>			<b>8</b>						
<b><i>Content Module 2 – Planning, Organization, Motivation, Control and Regulation in Administrative Management</i></b>												
Topic 3. Planning in Administrative Management	10	4	4			2						
Topic 4. Labor organization of subordinates	10	4	4			2						
Topic 5. Motivation of employees of the management apparatus	6	2	2			2						
Topic 6. Control and regulation as administrative management	6	2	2			2						
<b><i>Together for Content Module 2</i></b>	<b>32</b>	<b>12</b>	<b>12</b>			<b>8</b>						
<b><i>Content Module 3 – Methods and management decisions in administrative management</i></b>												
Topic 7. Administrative Management Methods	12	4	4			4						
Topic 8. Administration of management decisions	10	4	4			2						
Topic 9. Leading technologies of administrative management	10	4	4			2						
<b><i>Together for Content Module 3</i></b>	<b>32</b>	<b>12</b>	<b>12</b>			<b>8</b>						
<b><i>Content Module 4 – Careers and Business Communication Technologies</i></b>												
Topic 10. Career in organization, career management, image	16	4	4			4						
Topic 11. Technology and Psychology of Business Communication	12	4	4			2						
Topic 12. Globalization Aspects of Administrative Management	14	4	4			2						
<b><i>Together for Content Module 4</i></b>	<b>32</b>	<b>12</b>	<b>12</b>			<b>8</b>						
<b>Total</b>	<b>120</b>	<b>44</b>	<b>44</b>			<b>32</b>						



## 5. TOPICS AND LESSON PLAN (Full-time)

No	Topic title	Number of hours
1	<b>Topic 1. System of administrative management</b> Historical background and evolution of administrative management. Classical Administrative School: A. Fayol, L. Urvik, G. Church, J. Mooney, and A. Reilly. The theory of the administrative organization of the ideal type of M. Weber.	4
2	<b>Topic 2. Historical background and theory of administrative management</b> The system of administrative management and the main categories of administrative management. The structure of administrative management. Forms, tasks, functions, and structure of administrative management. The essence and importance of the process of administrative management. The components of the process of administrative management: functions, methods, management decisions. Administrative management in business organizations.	4
3	<b>Topic 3. Planning in Administrative Management</b> The essence of administrative planning. Principles of administrative planning. Perspective and strategic planning as a function of administration. Levels of administrative planning. The content of the targeted approach to planning. Administrative planning methods and methods of plans development. Schedule of work performance.	4
4	<b>Topic 4. Labor organization of subordinates</b> The essence of the organization of administration activities and its role in administrative management. Organization of the administration's structure. Assigning of powers, duties, and responsibilities of employees of the enterprise administration. Centralization and decentralization of managerial powers in the management apparatus. The methodological basis for designing organizational structures of administrative management.	4
5	<b>Topic 5. Motivation of employees of the management apparatus</b> Forms of administrative employees' motivation. Approaches to motivating employees of the management apparatus.	2
6	<b>Topic 6. Control and regulation as administrative management</b> Types of controlling the activities of management apparatus. Types of administrative control. External and internal administrative control. Content of administrative and executive control. Administrative standards. Solid and selective controls.	2
7	<b>Topic 7. Administrative Management Methods</b> Methods of administrative management and their classification. Organizational-regulatory and administrative-regulatory methods. Orders, prescriptions, verbal instructions. Methodology of regulation development and modern approaches to development. Features of regulation in the service sector. Documentation, information, legal, personnel and technical maintenance of the administrative management system.	4
8	<b>Topic 8. Administration of management decisions</b> Types of management decisions in the system of administrative management. Creation of communication system and information support of the organization. Construction of communication networks in the control apparatus. Forms of	4

	administration of management decisions.	
9	<b>Topic 9. Leading technologies of administrative management</b> Types and forms of information systems in administrative management. Administrative know-how. Administration of business processes. ISO quality management systems.	4
10	<b>Topic 10. Career in organization, career management, image</b> The essence of the concept of «staff careers». Types of staff careers. Factors and principles for the career development of employees. Stages of employee career development. Staff career management process. Criteria for evaluating the effectiveness of staff career management Stages of career development. Theories of personnel career management.	4
11	<b>Topic 11. Technology and Psychology of Business Communication</b> Management situations in business communication. Levels and areas of communication. Non-verbal communication. Communication styles. Rules of conducting business conversations and negotiations.	4
12	<b>Topic 12. Globalization Aspects of Administrative Management</b> Administrative management in different business cultures: the influence of national traditions, culture, and mentality. Territorial, cultural features of governance in different countries.	4
	<b>Total</b>	<b>44</b>

## 6. PRACTICAL TOPICS (Full-time)

No	Topic title	Number of hours
1	Topic 1. System of administrative management	4
2	Topic 2. Historical background and theory of administrative management	4
3	Topic 3. Planning in Administrative Management	4
4	Topic 4. Labor organization of subordinates	4
5	Topic 5. Motivation of employees of the management apparatus	2
6	Topic 6. Control and regulation as administrative management	2
7	Topic 7. Administrative Management Methods	4
8	Topic 8. Administration of management decisions	4
9	Topic 9. Leading technologies of administrative management	4
10	Topic 10. Career in organization, career management, image	4
11	Topic 11. Technology and Psychology of Business Communication	4
12	Topic 12. Globalization Aspects of Administrative Management	4
	<b>Total</b>	<b>44</b>

## 7. INDIVIDUAL WORK (Full-time)

No	Topic title	Number of hours
1	<p><b>Topic 1. System of administrative management</b></p> <p>The modern concept of administrative management. Principles of administrative management. Criticism of the concept of administrative management.</p>	4
2	<p><b>Topic 2. Historical background and theory of administrative management</b></p> <p>Administrative bodies and their varieties. Administration as a management apparatus. Body and subject of administrative management. The manager-administrator as a key element of the administrative system and the subject of administrative management. Content of activities, functions, and tasks of the manager-administrator. Administrative positions and their hierarchy. Requirements for a modern manager-administrator.</p>	4
3	<p><b>Topic 3. Planning in Administrative Management</b></p> <p>Targeted comprehensive programs. Strategic vision, forecasting and programming. Short-term and operational plans. Calendar plans and itinerary maps. Individual plans.</p>	2
4	<p><b>Topic 4. Labor organization of subordinates</b></p> <p>Procedure for designing organizational structures of administrative management. Design tools. The horizontal, functional division of labor and vertical specialization of administrative management. Levels of administrative management. Departmentalisation in the management apparatus. Types of departmentalization. Administrative units. The scale of controllability. Building a hierarchy of administrative management in the management apparatus. Concept of designing work.</p>	2
5	<p><b>Topic 5. Motivation of employees of the management apparatus</b></p> <p>Building of incentive systems for administration.</p>	2
6	<p><b>Topic 6. Control and regulation as administrative management</b></p> <p>Visual and automated types of control observation. Administrative control tools. Budgetary control, administrative audit, statistical observation, personal observation, report, statement, meeting.</p>	2
7	<p><b>Topic 7. Administrative Management Methods</b></p> <p>Administrative paperwork in the organization. The nature of administrative power. Personalization and personification of power. Typology of managers and subordinates. Authority. The duties, rights and responsibilities of subordinates. Administrative influence.</p>	4
8	<p><b>Topic 8. Administration of management decisions</b></p> <p>Characteristics of management decision execution systems. Control of the decisions made. Evaluation of the implementation of management decisions. Sanctions and incentives.</p>	2
9	<p><b>Topic 9. Leading technologies of administrative management</b></p> <p>Integration of the administrative management system with the automated management system of the organization.</p>	2

10	<b>Topic 10. Career in organization, career management, image</b> German scientist Ostwald's theory, O. Grossman's theory, John Holland's career choice theory, V. Vrum's theory of expectations, D. Adams's theory of justice, V. Romanov, M. Iris and K. Barrett's scientific postulates. Problems of the middle ages in the works of Heivigherst, Ericsson and Peck.	4
11	<b>Topic 11. Technology and Psychology of Business Communication</b> Non-verbal communication. Communication styles. Rules of conducting business conversations and negotiations. Classification of interview subjects. Recommendations on conducting interviews. The art of negotiation.	2
12	<b>Topic 12. Globalization Aspects of Administrative Management</b> Territorial, cultural features of governance in different countries. Impact and role of multinational corporations on administrative management.	2
	<b>Total</b>	<b>32</b>

## 8. LEARNING METHODS

1. Verbal methods: story, explanation, conversation, lecture, tables and graphs, supporting notes, etc.
2. Visual methods: demonstration, illustration, observation, etc.
3. Analytical, synthesis methods, inductive method.
4. Active teaching methods: brainstorming, debates, rolegames, trainings, use of problem situations, group research, self-assessment of knowledge, imitation training methods, use of educational and control tests, use of basic lecture notes.
5. Interactive learning technologies, use of multimedia technologies, case study.
6. Personalized Learning, Low Tech, Inquiry-based Learning.
7. The interaction of a postgraduate student with a teacher carried out through using of E-mail, Viber, telephone communication, direct contact with a teacher.

## 9. CONTROL METHODS

1. Rating control over the 100-point ECTS rating scale.
2. Conducting intermediate control during the semester (intermediate attestation).
3. Multicriteria assessment of students' current work: the level of knowledge demonstrated on practical classes; activity during the discussion; individual study; test results; written tasks, etc.

## 10. POINTS ALLOCATION

Current testing and individual work														I/ W	Module and individual work	Exam	Total	
Module 1 – 5 points		Module 2 – 25 points				Module 3 – 20 points			Module 4 – 20 points									
T1	T2	T3	T4	T5	T6		T8	T9	T10	T11	T12	T13			15	85 (70+15)	15	10 0
3	2	7	7	7	8		5	5	10	5	5	10						

## 11. RATING SCALE: NATIONAL AND ECTS

Total points	ECTS	National rating	
		For exam, practice	Final test
90 – 100	<b>A</b>	Very good	Passed
82-89	<b>B</b>	Good	
75-81	<b>C</b>		
69-74	<b>D</b>		
60-68	<b>E</b>	Satisfactorily	Not passed with the possibility of retesting
35-59	<b>FX</b>	Unsatisfactory with the possibility of retesting	
1-34	<b>F</b>	Unsatisfactory with the compulsory re-study of the discipline	

## 12. RECOMMENDED LITERATURE

### Basic literature

1. Chandra B.D. Principles of Management and Administration, Prentice Hall India Pvt., Limited, 2004, 592 p.

2. Ferreira E.J., Erasmus A.W., Groenewald D. Administrative Management, Juta and Company Ltd, 2010, 479 p.

3. Berkley J.D. Leadership Handbook of Management and Administration, Baker Books, 2008, 559 p.

4. Kochhar S.K. School Administration and Management, Sterling Publishers Pvt. Ltd, 2011, 470 p.

6. Visser C.B., Erasmus P.W. The management of public finance. Cape Town: Oxford, 2002.

7. Welman J.C., Kruger S.J. Research methodology for the business and administrative sciences. New York: Oxford University Press, 1999.

8. Encyclopedia of Management. Leadership Theories and Studies. In Encyclopedia of Management, 2009.
9. Northouse P.G. Leadership: theory and practice. 4th ed. Thousand Oaks, CA: Sage Publications, 2007.
10. Avery G.C. Understanding Leadership. London: Sage Publications, 2005.

### **Additional literature**

1. Peters B.G., Pierre B. Public administration. New Delhi: SAGE, 2003.
2. Alimo-Metcalfe B., Alban-Metcalfe J. Leadership: Time for a New Direction? Leadership, 2005, 1 (1), 51-71.
3. McCaffery P. The higher education manager's handbook: Effective leadership and management in universities and colleges. London: Routledge Farmer, 2004.
4. Dair J. Effective leadership. London. Pan Books, 1988.
5. Fisk P. The making of a digital leader. Business Strategy Review, 2002, 13(1), P. 43-50.
6. Bennis, W. On becoming a leader. (Rev. ed). Reading, MA: Perseus Books, 1994.
7. Goleman, D., Boyatzis, R., and McKee, A. (2002). The emotional reality of teams. Journal of Organizational Excellence, 21(2), 55-65.
8. Kirkpatrick S., Locke E. Leadership: Do traits matter? Academy of Management Executive, May, P. 48-60, 1991.
9. Kotter J.P. Force for change: How leadership differs from management. New York: The Free Press, 1990.
10. Mumford M.D., Zaccaro S.J., Connelly M.S., Marks M.A. Leadership skills: conclusions and future directions. Leadership Quarterly, 2000, Vol. 11, No1, P. 155-70.
11. Zaccaro S.J., Kemp C., Bader P. Leader traits and attributes. In J. Antonakis, A.T. Cianciolo, R.J. Sternberg (Eds.). The nature of leadership. Thousand Oaks, CA: Sage, 2004, P. 101-124.
12. Wibbeke E.S. Global Business Leadership. Burlington, MA: Elsevier, Butterworth-Heinemann, 2009.
13. Winter S. The Satisfying Principle in Capability Learning, Strategic Management Journal, 2000, No21, P. 981-96.
14. Sveiby K-E. The New Organizational Wealth: Managing and Measuring Knowledge Based Asset. San Francisco: Berret Koehler, 1997.
15. Teece D., Pisano G., Shuen A. Dynamic Capabilities and Strategic Management. Strategic Management Journal, 1997, Vol. 18, No7, P. 509-533.
16. Denisi A.S., Hitt M.A., Jackson S.E. The Knowledge Based Approach to Sustainable competitive Advantage. New York: Oxford University press, 2003.
17. Denisi A.S. Performance appraisal and performance Management: A multilevel analysis. In K. Klein and S. Kozlowski (Eds.) Multilevel theory, Research and Methods in Organizations. San Francisco: Jossey-Bass, 2000.
18. Armstrong M. A Handbook of Human Resource Management and Practices. London: Kogan Page, 2001.