

**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**

**«Business 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 «**Business 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	<i>Optional</i>	
	<b>Specialty:</b> 073 «Management»		
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	<b>Qualification level:</b> The third level	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>			

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 the discipline «Business Management»* is to form a set of knowledge for postgraduate students about the general principles, methods, techniques and approaches of management of modern business structures.

*The specific objectives of studying the discipline are* to obtain future doctors of philosophy of knowledge and skills in the field of management of the organization, enterprise and its functional divisions; to learn of the theoretical knowledge for a deeper systematic and comprehensive understanding of the functions of administrative management, execution of management procedures, decision making, business communication and documentation of management processes; to learn of the methods and forms of organizational structures construction, methods of performing technical and economic calculations related to the analysis and substantiation of management decision.

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

*to know:* essence of basic concepts and categories of business management, principles and functions of management, main technologies in business management, content of basic types of organizational structures of management, features of decision making in business management, features of communication and information support of management process, management styles, basic forms of motivation system creation of administrative employees, indicators for control the activity of the management apparatus in the organization, the procedure for making administrative decisions, fundamentals of power and leadership in management, the main features of administrative power and means of administrative influence.

*be able:* to analyze the factors of the business environment of the organization, to design a strategy for the organization development and ensure its implementation, coordinate the activities of the services and divisions of the organization, to apply modern technologies of management of the organization, to develop a personal motivation system for a certain category of employees in the organization, to determine managed units at the appropriate levels of the hierarchy, to develop job responsibilities based on a systematic approach, to develop or improve the organizational structure of the enterprise according to the strategic objectives, to identify the chain of business operations on the example of a particular business process through the use of modern scientific approaches, to justify management decisions, to assess the feasibility of various strategies of the organization.

### 3. THE PROGRAM OF THE DISCIPLINE

Approved by the Council of SNAU, June 12, 2019

#### ***Content Module 1 – Theoretical and methodological foundations of business management***

##### ***Topic 1. Theory and Methodology of Business Management***

The Essence and Objectives of Business Management. Managing System and Managed System. Business Management Specific Types. Business Management Functions. General and Specific Management Functions. Planning, Organizing, Motivating and Controlling in Business Management. Regulation of Management Functions in the Organization. Management Objectives: Essence, Types and Formation Mechanism. Management Objectives Classifications. Economic, Social and Environmental Objectives. The concept of Organization Mission. Transformation of the Objectives of the organization in the context of globalization. The principles of Business Management. The Management Principles Evolution. Modernization of Approaches in Management: system, process, situational. Management Patterns.

##### ***Topic 2. Business Management and the External Environment of Organization***

The Essence and Characteristics of the Environment. Elements of the External Environment. The Tasks of Administrative Management of Organizations for Interaction with the External Environment. The Direct Influence Environment: Competitors, Suppliers and Consumers. The Indirect Influence Environment: public authorities, fiscal and controlling bodies. The International Environment Influence on Business Management. Globalization processes in the World and their Impact on Economic Growth.

##### ***Topic 3. The System of Management Technologies in Business Management***

Business Administration in Organization. Organizational Measures in Management Business Structures. Organizational and Operational Influence. Managerial Influence. Law Support of Management Processes. Economic management mechanism: Concept, Structure, Components of Methods of Economic Management. Economic Levers. Economic sanctions. Socio-psychological mechanism of management. Forming the art of management.

#### ***Content Module 2 – Modeling of Management Decisions in Business Management***

##### ***Topic 4. Power and Leadership in Business Management***

The Concept of Influence and Power in Management. The Balance of Power. The Authority in the Management of Organization. The Power of Subordinates in

Management. Characteristics of Power Types. Referent Power. Traditional Power. The Power of Command. Stimulus Power. Charismatic Power. The Essence and Types of Leadership in the Team. Characteristics of the Main Types of Leadership. Foreign Leadership Theories. R. Blake-J. Moughton's Theory. Formation of Effective Leadership Style in Business Management. Management Styles: Essence, Characterization, Formation. Authoritarian Style of Management. Democratic, Liberal and Paternalistic Management Style. Transformation of Management Styles in Conditions of Democratization of Society. Development of Information Technologies in Conditions of Knowledge Economy.

***Topic 5. Motivation to Work in the Business Management System***

The Essence and Role of Motivation in Management. The Approaches Evolution of the Motivation Theories Formation. The Theory of A. Maslow, F. Herzberg, D. Kelland. Needs and Rewards in the Motivation System. Early and Modern Technologies of Personnel Motivation. Investing to Personnel Development in Motivation Management System. Employee participation in Profit. Formation of Effective Motivation System in Business Structures. Optimization of Material and Moral Incentives to Work in Business Management. Social Responsibility of Business Structures and Social Packages in Motivation. Features of Motivation in Modern Organizations and Abroad.

***Topic 6. Managerial Decisions in Business Management***

The Essence and Classification of Managerial Decision. The Characteristics of Managerial Decision. Organizational, Personnel, Rational, Programmed and other Decisions. Algorithm of Decision Making in Business Management. Criteria and Risks in Decision Making. Methods of Managerial Decision Development. Requirements for Managerial Decision. The Essence and Features of Managerial Work. The Subject and Result of Managerial Work. Requirements for Managers. Incentives and Remuneration of Managers. Remuneration of Managers. Strategies for Motivating of Managerial Work. The Efficiency of Managerial Work.

***Topic 7. Self-management in the system of modern management technologies***

The Essence and Objectives of Self-management in Management Technologies. Self-Management Approaches Evolution. Performing Basic Functions in Self-Management: Planning, Organizing, Motivating and Controlling. Pareto Law. Functions and Components of Self-Management. Short-Term and Operational Plans. Calendar Plans. Route Maps. Individual Plans. The Role of Self-Management for Career Growth and Achievement of Life Goals.

#### 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 and methodological foundations of business management</i></b>												
Topic 1. Theory and Methodology of Business Management	16	6	6			4						
Topic 2. Business Management and the External Environment of Organization	16	6	6			4						
Topic 3. The System of Management Technologies in Business Management	22	8	8			6						
<b><i>Together for Content Module 1</i></b>	54	20	20			14						
<b><i>Content Module 2 – Modeling of Management Decisions in Business Management</i></b>												
Topic 4. Power and Leadership in Business Management	17	6	6			5						
Topic 5. Motivation to Work in the Business Management System	16	6	6			4						
Topic 6. Managerial Decisions in Business Management	16	6	6			4						
Topic 7. Self-management in the system of modern management technologies	17	6	6			5						
<b><i>Together for Content Module 2</i></b>	66	24	24			18						
<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	<p><b><i>Topic 1. Theory and Methodology of Business Management</i></b>            The Essence and Objectives of Business Management. Managing System and Managed System. Business Management Specific Types. Business Management Functions. General and Specific Management Functions. Planning, Organizing, Motivating and Controlling in Business Management. Regulation of Management Functions in the Organization. Management Objectives: Essence, Types and Formation Mechanism. Management Objectives Classifications.</p>	6
2	<p><b><i>Topic 2. Business Management and the External Environment of Organization</i></b>            The Essence and Characteristics of the Environment. Elements of the External Environment. The Tasks of Administrative Management of Organizations for Interaction with the External Environment. The Direct Influence Environment: Competitors, Suppliers and Consumers. The Indirect Influence Environment.</p>	6
3	<p><b><i>Topic 3. The System of Management Technologies in Business Management</i></b>            Business Administration in Organization. Organizational Measures in Management Business Structures. Organizational and Operational Influence. Managerial Influence. Law Support of Management Processes.</p>	8
4	<p><b><i>Topic 4. Power and Leadership in Business Management</i></b>            The Concept of Influence and Power in Management. The Balance of Power. The Authority in the Management of Organization. The Power of Subordinates in Management. Characteristics of Power Types. Referent Power. Traditional Power. The Power of Command. Stimulus Power. Charismatic Power. The Essence and Types of Leadership in the Team. Characteristics of the Main Types of Leadership. Foreign Leadership Theories. R. Blake-J. Moughton's Theory.</p>	6
5	<p><b><i>Topic 5. Motivation to Work in the Business Management System</i></b>            The Essence and Role of Motivation in Management. The Approaches Evolution of the Motivation Theories Formation. The Theory of A. Maslow, F. Herzberg, D. Kelland. Needs and Rewards in the Motivation System. Early and Modern Technologies of Personnel Motivation. Investing the Personnel Development in Motivation Management System. Employee participation in Profit.</p>	6
6	<p><b><i>Topic 6. Managerial Decisions in Business Management</i></b>            The Essence and Classification of Managerial Decision. The Characteristics of Managerial Decision. Organizational, Personnel, Rational, Programmed and other Decisions. Algorithm of Decision Making in Business Management. Criteria and Risks in Decision Making. Methods of Managerial Decision Development. Requirements for Managerial Decision.</p>	6
7	<p><b><i>Topic 7. Self-management in the system of modern management technologies</i></b>            The Essence and Objectives of Self-management in Management Technologies. Self-Management Approaches Evolution. Performing Basic Functions in Self-Management: Planning, Organizing, Motivating and Controlling. Pareto Law.</p>	6
	<b>Total</b>	<b>44</b>



## 6. PRACTICAL TOPICS (Full-time)

No	Topic title	Number of hours
1	Topic 1. Theory and Methodology of Business Management	6
2	Topic 2. Business Management and the External Environment of Organization	6
3	Topic 3. The System of Management Technologies in Business Management	8
4	Topic 4. Power and Leadership in Business Management	6
5	Topic 5. Motivation to Work in the Business Management System	6
6	Topic 6. Managerial Decisions in Business Management	6
7	Topic 7. Self-management in the system of modern management technologies	6
	<b>Total</b>	<b>44</b>

## 7. INDIVIDUAL WORK (Full-time)

No	Topic title	Number of hours
1	<b><i>Topic 1. Theory and Methodology of Business Management</i></b> Economic, Social and Environmental Objectives. The concept of Organization Mission. Transformation of the Objectives of the organization in the context of globalization. The principles of Business Management. The Management Principles Evolution. Modernization of Approaches in Management: system, process, situational. Management Patterns.	4
2	<b><i>Topic 2. Business Management and the External Environment of Organization</i></b> The Indirect Influence Environment: public authorities, fiscal and controlling bodies. The International Environment Influence on Business Management. Globalization processes in the World and their Impact on Economic Growth.	4
3	<b><i>Topic 3. The System of Management Technologies in Business Management</i></b> Economic management mechanism: Concept, Structure, Components of Methods of Economic Management. Economic Levers. Economic sanctions. Socio-psychological mechanism of management. Forming the art of management.	6
4	<b><i>Topic 4. Power and Leadership in Business Management</i></b> Formation of Effective Leadership Style in Business Management. Management Styles: Essence, Characterization, Formation. Authoritarian Style of Management. Democratic, Liberal and Paternalistic Management Style. Transformation of Management Styles in Conditions of Democratization of Society. Development of Information Technologies in Conditions of Knowledge Economy.	5
5	<b><i>Topic 5. Motivation to Work in the Business Management System</i></b> Formation of Effective Motivation System in Business Structures. Optimization of Material and Moral Incentives to Work in Business Management. Social Responsibility of Business Structures and Social Packages in Motivation.	4

	Features of Motivation in Modern Organizations and Abroad.	
6	<b>Topic 6. Managerial Decisions in Business Management</b> The Essence and Features of Managerial Work. The Subject and Result of Managerial Work. Requirements for Managers. Incentives and Remuneration of Managers. Remuneration of Managers. Strategies for Motivating of Managerial Work. The Efficiency of Managerial Work.	4
7	<b>Topic 7. Self-management in the system of modern management technologies</b> Functions and Components of Self-Management. Short-Term and Operational Plans. Calendar Plans. Route Maps. Individual Plans. The Role of Self-Management for Career Growth and Achievement of Life Goals.	5
	<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
Content Module 1 – 35 points			Content module 2 - 35 points							
T1	T2	T3	T8	T9	T10	T11	15	85 (70+15)	15	100
10	10	15	10	10	10	5				

## 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-Metcalf B., Alban-Metcalf 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.