

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SUMY NATIONAL AGRARIAN UNIVERSITY

CHAIR OF MANAGEMENT

**“CONFIRMED”**

Acting Head of the Management Chair

\_\_\_\_\_ **Mikhaylova L.I.**

" \_\_\_\_ " \_\_\_\_\_ **2019 year**

**CURRICULUM**

MODERN AND CLASSICAL THEORIES OF MANAGEMENT

**Specialty:** all specialties

**Faculty:** Postgraduate studies

**2019-2020 academic year**

Curriculum of **MODERN AND CLASSICAL THEORIES OF MANAGEMENT**  
worked out for all specialties of post-graduate course.

Author:

Phd, Associate professor of Management  
Kharchenko T.M.

(\_\_\_\_\_)

*signature*

Curriculum has been approbated on the Management Chair Meeting.

Minutes of “28” August 2019, # 1

Acting Head of the  
Management Chair \_\_\_\_\_

*signature*

( **Phd of sciences, professor Mikhaylova L.I.**)

**Coordinated by:**

Dean of the Faculty \_\_\_\_\_(N. I. Strochenko)

Methodist of academic department \_\_\_\_\_(\_\_\_\_\_)

Registered in electronic data base \_\_\_\_\_2019

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### 1. Description of the course

Name of indicators	Branch of knowledge, direction of preparation, education and qualification level	Characteristic of discipline
		full-time education
The number of credits – <b>3</b>	The branch of knowledge: all	<i>Regulatory</i>
	<b>Specialty:</b> all specialties	
		<b>Course</b>
		Postgraduate studies
The total number of hours - <b>90</b>		<b>Semester</b>
		<b>2</b>
		<b>Lectures</b>
		12 h.
		<b>Practical, seminar</b>
		12h.
		<b>Independent work</b>
		66 h
		<b>Individual tasks</b>
		<b>Kind of control:</b> Credit

## 2. Objectives of the course

**Appointment of the discipline** - is determined by the curriculum of preparation of postgraduate students, which provides a multi-faceted training of specialists in methodology and technologies of modern management taking into account world experience.

**The purpose of the study** of the discipline is the formation of leaders of a new type, able creatively to create, analyze and solve complex problems in a competitive environment, to ensure sustainable development of enterprises on the basis of social responsibility of business, taking into account the development of international economic relations.

### **Objectives of studying the discipline:**

- Study of theoretical and methodological foundations of the modern manager, his role and significance in the conditions of market relations;
- Acquiring skills for the adoption and implementation of managerial decisions based on the analysis of information about the business environment of the organization;
- Formation of skills and abilities of development and implementation of strategy and tactics of organization development.

As a result of the study of the discipline postgraduate students must:

**Know:** theoretical and methodological foundations of modern management; features of the structure and function of business systems; principles, functions and methods of management within the production team and organization as a whole.

**Be able to:** identify the goals of the organization and the ways to achieve them; evaluate the market environment, competitiveness of the organization and determine the possibility of increasing it; choose an effective management style in accordance with the business situation; to systematize and generalize information, establish effective communications.

### **Possess:**

professional language of the subject area of knowledge

- By methods of development and implementation of the organization's strategy
- Skills in designing an organization management system, optimal systems for motivating work and controlling the work of subordinates
- Skills of effective interaction with people, establishing mutually beneficial cooperation.

## 3. The program of the course

*(The program is being tested)*

## **Topic 1. Theoretical and Methodological Basis of Management**

**Theoretical Foundations of Management.** The essence of the categories of management. System of relations in the organization. Research Methods. Manager in organization. Management as an Art.

**The History of Management.** Background of management science. Classical and neoclassical theories of management. Features of the modern model of management in Ukraine. The philosophy of Japanese Management.

**Laws and Patterns of Management.** Characterization of integrated management approaches: the process approach, system approach, situational approach. Laws and patterns in management. Definition and classification of management principles.

*Theoretical Foundations of Management. The History of Management.*

Management as an Art. The philosophy of Japanese Management. Principles of Management

## **Topic 2. Basic Management Function**

**Planning as the Basic Management Function.** Nature and content of planning as a management function. Stages of the planning process. Classification of organizational goals. The process of setting goals.

**Organizing as the Basic Management Function.** Essence of the organization in management. Classification of organization. The life cycle of an organization. Vertical and horizontal structuring of management. The powers, duties, responsibilities. *Level of management.*

**Motivating as Basic Management Function.** The concept of motivating. Classical and modern theories of motivation. Models of motivating. Stimulation of labor: objectives, principles, types, forms. *Self-motivation in managing.* Modern Motivation.

**Controlling as a Basic Management Function.** The nature of control. Steps in the Process of Control. Levels of Control. Managing of Control in Organization.

*Functions and Methods of Management. Planning and Organizing as a Basic Management Functions. Motivation and Controlling as a Basic Management Functions*

Systematic main types of management. Exercise Overview. What is Strategic Planning? Centralization and Decentralization. Modern Motivation. The basic elements in a control system.

## **Topic 3. The constituent elements of Organizations.**

**Information and Communication Management.** Information, its types and role in management. The concept and role of communications. The communication process components and process steps. Information management.

**Management and Leadership.** Definition and general characteristics of management. Fundamentals of management: influence, leadership, power. Theories of leadership. Typology of leaders. *Management and Leadership* Delegation of Authority

**Management Groups in the Organization.** Groups and Teams in Organizations. Stages of Group and Team Development. Characteristics of Groups and Teams

*Management and Leadership. The Effectiveness of Management.*

Management groups in the organization. Information management. Delegation of Authority. The concept of social responsibility.

### 1. Structure of the course

Titles the semantic modules and topics	Volume of hours					I.W.
	full-time education					
	Total	including				
1	2	L	P	Lab	Ind	7
<b>Topic 1. Theoretical and Methodological Basis of Management</b>	<b>30</b>	4	4			22
<b>Topic 2. Basic Management Function</b>	<b>30</b>	4	4			22
<b>Topic 3. The constituent elements of Organizations.</b>	<b>30</b>	4	4			22
<b>Total hours for course</b>	<b>90</b>	<b>12</b>	<b>12</b>			<b>66</b>

### 5. Topics and plan of lectures

№	Topic name	Volume of hours
1.	<p><b>Topic 1. Theoretical and Methodological Basis of Management</b></p> <p><b>Theoretical Foundations of Management.</b> The essence of the categories of management. System of relations in the organization. Research Methods. Manager in organization. Management as an Art.</p> <p><b>The History of Management.</b> Background of management science. Classical and neoclassical theories of management. Features of the modern model of management in Ukraine. The philosophy of Japanese Management.</p> <p><b>Laws and Patterns of Management.</b> Characterization of integrated management approaches: the process approach, system approach, situational approach. Laws and patterns in management. Definition and classification of management principles.</p>	4
2.	<p><b>Topic 2. Basic Management Function</b></p> <p><b>Planning as the Basic Management Function.</b> Nature and content of planning as a management function. Stages of the planning process. Classification of organizational goals. The process of setting goals.</p>	4

	<p><b>Organizing as the Basic Management Function.</b> Essence of the organization in management. Classification of organization. The life cycle of an organization. Vertical and horizontal structuring of management. The powers, duties, responsibilities. <i>Level of management.</i></p> <p><b>Motivating as Basic Management Function.</b> The concept of motivating. Classical and modern theories of motivation. Models of motivating. Stimulation of labor: objectives, principles, types, forms. <i>Self-motivation in managing.</i> Modern Motivation.</p> <p><b>Controlling as a Basic Management Function.</b> The nature of control. Steps in the Process of Control. Levels of Control. Managing of Control in Organization.</p>	
3.	<p><b>Topic 3. The constituent elements of Organizations.</b></p> <p><b>Information and Communication Management.</b> Information, its types and role in management. The concept and role of communications. The communication process components and process steps. Information management.</p> <p><b>Management and Leadership.</b> Definition and general characteristics of management. Fundamentals of management: influence, leadership, power. Theories of leadership. Typology of leaders. <i>Management and Leadership</i> Delegation of Authority</p> <p><b>Management Groups in the Organization.</b> Groups and Teams in Organizations. Stages of Group and Team Development. Characteristics of Groups and Teams</p>	4
	<b>Total</b>	<b>12</b>

### 6. Topics of Practical Lessons

№	Topic name	Volume of hours
1.	Theoretical Foundations of Management.	1
2.	Functions and Methods of Management.	1
3.	Planning and Organizing as a Basic Management Functions.	3
4.	Motivation and Controlling as a Basic Management Functions	3
5.	Management and Leadership	2
6.	The Effectiveness of Management.	2
7.	<b>Total</b>	<b>12</b>

### 7. Independent work

№	Topic name	Volume of hours
1.	Theoretical and Methodological Basis of Management	22

2.	Basic Management Function	22
3.	The constituent elements of Organizations.	22
	<b>Total</b>	<b>66</b>

## **8. Teaching Methods**

### **1. Teaching Methods for Knowledge:**

1.1. Verbal: narrative, explanation, discussion (heuristic and reproductive), lecture, instruct, work with the book (read, transfer, discharge, scheduling, reviewing, summarizing, making tables, charts, reference compendia etc.).

1.2. Visual: demonstration, illustration.

1.3. Practical: Practical work, exercise, production practices.

### **2. Methods for studying the nature of the logic of knowledge.**

2.1. Analytical

2.2. Synthesis

2.3. Inductive method

2.4. Deductive method

2.5. Traduktive method

### **3. Methods for studying the nature and level of independent mental activity of students.**

3.1. Problem (problem-information)

3.2. Partly-search (heuristic)

3.3. Exploratory

3.4. Reproductive

3.5. Explanatory demonstration

**4. Active learning methods** - use of technical training, brainstorming, debates, roundtables, business and role-playing games, training, use of problem situations, self-knowledge, the use of educational tests and controlling the use of basic lectures)

**5. Interactive learning technology** - the use of multimedia technology.

## **9. Methods of control**

1. Rating control of a 100-point scale assessment ECTS

2. An intermediate control during the semester (interim certification)

3. Criteria assess of the current work of students:

- The level of knowledge demonstrated in practical classes;

- Active in the discussion of issues brought to the class;

- Quick control during classes;

- Self study topics in general or specific issues;

- Writing essays;



- Test results;
- Writing assignments during the tests;
- Production situations, cases and more.

### 8. Distribution points that get students

Current testing and independent work				Total for module & I.W.	ATTESTATION	Credit	Total
T1	T2	T3	IW				
10	15	15	15	55 (40+15)	15	30	100

### Grading scale: national and ECTS

Total points for all the educational activities	Mark ECTS	Ukrainian mark	
		For the exam, course project (work) practices	For the test
90 – 100	A	Excellent	Passed
82-89	B	Good	
75-81	C	Satisfactory	
69-74	D		
60-68	E		
35-59	FX	Bad	No passed
1-34	F		Repeated study of the course

### 9. Suggested Reading

## Basic

1. Svydruk I.I., Ossik Yu.I., Prokopenko O.V. Creative management: theoretical foundations (Теоретичні основи креативного управління). - Chorzow: Drukarnia Cyfrowa, 2017. - 144 p.
2. Svidruk I.I. Creative management: teaching manual. / I.I. Svidruk, Yu.I.Ossik – Almaty: «Bastau», 2017. – 312 p.
3. Julie Zhuo. The Making of a Manager: What to Do When Everyone Looks to You Hardcover – March 19, 2019.
4. Peter F. Drucker. The Effective Executive: The Definitive Guide to Getting the Right Things Done (Harperbusiness Essentials)Paperback – January 3, 2006.
5. Jim Clifton and Jim Harter .It's the Manager: Gallup finds the quality of managers and team leaders is the single biggest factor in your organization's long-term success. May 7, 2019.
6. Matias Weske. Business Process Management. – Springer,- 2007. – 372 p.
7. Özgür Önday.Neoclassical organization theory: from incentives of bernard to organizational objectives of Cyert and March.

<http://www.eajournals.org/wp-content/uploads/Neoclassical-Organization-Theory.pdf>

### 10. Information Resources

1. State Commission on Securities and Stock Market [Electronic resource]. –The mode of access: <http://www.ssmc.gov.ua>.
2. State Committee of Statistics [Electronic resource]. –The mode of access: <http://www.ukrstat.gov.ua>.
3. The Cabinet of Ministers of Ukraine [Electronic resource]. –The mode of access: <http://www.kmu.gov.ua>.
4. The Ministry of Economy [Electronic resource]. –The mode of access: <http://www.me.gov.ua>.
5. The Ministry of Finance [Electronic resource]. –The mode of access: <http://www.minfin.gov.ua>.
6. The National Bank of Ukraine [Electronic resource]. –The mode of access: <http://www.bank.gov.ua>.
7. World Bank [Electronic resource]. –The mode of access: <http://www.worldbank.org.ru>.
8. <http://www.management.com.ua>
9. <http://www.twirpx.com>
10. <http://www.nbu.gov.ua>