

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SUMY NATIONAL AGRARIAN UNIVERSITY

Department of Management

«CONFIRMED»

Acting Head of Management Department

_____ **(L.I. Mykhailova)**

«___»_____2019

CURRICULUM

System technologies in management

Degree: Doctor of Philosophy

Specialty: 073 “Management”

Faculty: Economics and Management

2019 – 2020 academic year

Curriculum of the discipline «**System technologies in management**» was worked out for the first-year students ED «**Doctor of Philosophy**», specialty «**Management**».

Elaborated by: Mykhailova L.I. _____, Professor, Dr.S. (econ), Acting Head of Department of Management.

Curriculum is reviewed during the meeting of the department of Management. Protocol № 1 dated from 27 August 2019.

Acting Head of Department of Management _____L.I. Mykhailova

Agreed:

Head of Postgraduate Studies _____ I.V. Lozynska

Methodist of department _____ H.O. Baboshina

Registered in the electronic data base. Date: _____ 2019 year

1. Description of the Course

Indicators	Branch of knowledge, training direction, qualification level	Characteristics of course	
		Full-time Studying	Part-time Studying
Number of credits - 4	Branch of knowledge: <i>07 Management and administration</i>	<i>According to the curriculum</i>	
Number of modules: 2	Specialty: <i>073 Management</i>	Academic year	
		2019-2020	
		Year of studying	
		2	
		Semester	
		3	
Hours: Total - 120	Educational degree: <i>Doctor of Philosophy</i>	Lectures	
		44 hrs	
		Practical, seminars	
		44 hrs.	
		Laboratory work	
		-	-
		Individual work	
		32 hrs.	
Hours per week: Classroom activities hours – 4,8 Individual work - 0		Individual tasks: development on the topic of research with presentations	
		Final control form: credit	

Note:

Ratio of hours of classroom activities and individual work is:
full-time studying –88/32

2. Aim and Tasks

The purpose of the discipline is to develop knowledge of theoretical and practical aspects of the development of system technologies in management; mastering methods, techniques, management technologies, mastering effective management tools, forming effective approaches to optimizing organizational management systems.

According to the purpose, **the main task of the discipline**, which is to educate future doctors of philosophy, is defined - to organize, plan, coordinate and effectively manage the objects: organizations, institutions, different institutions; to form effective management structures; substantiate effective motivational mechanisms in organizations; to form and apply effective technologies of management of resources of the organizations.

During his / her studies, the graduate student should master the elements of system management technologies to ensure the effective functioning of economic entities (organizations, institutions or industries), in particular:

- learn to formulate and justify the goals of organizations;
- test hypotheses and make management decisions to solve problems of functioning of the organization, industry, and region;
- create and evaluate business case scenarios with different options available;
- master traditional and modern research methods;
- summarize research findings and formulate conclusions;
- determine the economic effectiveness of management decisions;
- Prepare a scientific report, report or article with a public presentation as a result of the research.

As a result of academic discipline's study of a student should:

Know: the theoretical essence of concepts that characterize system technologies in management: system, system analysis, system elements, management, management technologies; methodological principles of formation of system technologies in management: goals, principles, laws, laws; basic system technologies in management: business administration, economic tools, social and psychological techniques; types of power and leadership, management styles; systems of motivation to work; factors of formation of organizational culture; features of managerial work; requirements for managers; principles of effective self-management.

be able: to form a systematic scientific outlook and to substantiate the strategy of organization development; critically analyse and evaluate current scientific achievements and formulate tasks for the application of advanced management technologies; to show initiative and responsibility when managing human resources in their activity; to improve the organizational and management structure in accordance with changes in the external and internal environment of business entities; evaluate the effectiveness of innovative management techniques

and technologies; substantiate the feasibility of introducing system technologies to solve problems of own research by optimizing organizational decisions and improving management systems.

3. Program of Discipline

(is on testing)

Content module 1. Theoretical and methodological foundations of the formation of system technologies in management

Topic 1. Introduction to the discipline "Systems Technologies in Management"

Description of the course. Purpose and objectives of the discipline. The discipline program. Individual tasks. The literature is basic and additional.

Topic 2. Theoretical foundations of system technologies in management.

The concept of system and systematic approach in management. A managed and managed system. Objects and entities. Components of the management system and their characteristics. Interdependence and interconnection of system elements. Using a systematic approach to the design of a control system. Content, structure and meaning of the course for the scientific training of Doctor of Philosophy.

Topic 3. Functions in system technologies in management.

The essence, types and regulation of management functions. General and specific management functions; planning, organizing, motivating, controlling. Regulation of performance of management functions in the organization.

Topic 4. Goals and principles in systems technology in management.

Management goals: essence, types, mechanism of formation. Classifications of management objectives. Economic, social, environmental. The concept of the mission of the organization. Transformation of the goals of the organization in the conditions of globalization of economy. Principles of management in management technologies. Evolution of management principles. Modernization of approaches in management: system, process, situational. Patterns in management.

Topic 5. Management and external environment of organizations.

The nature and characteristics of the environment. Elements of the external environment. Top management tasks for interaction with the external environment. The environment of direct influence (competitors, suppliers, consumers). Environmental Impact (State Bodies, Fiscal and Controlling Bodies). The influence of the international environment on the management of organizations. Globalization processes in the world and their impact on economic growth.

Topic 6. Business administration in the system of management technologies.

Business administration in organizations. Organizational measures in management. Organizational and operational and managerial influence. Legal support of management processes.

Topic 7. Economic and socio-psychological mechanisms in the system of management technologies.

Economic management mechanism (concept and structure, components of economic management methods and their improvement). Economic levers.

Economic sanctions. Socio-psychological mechanism of management (essence and features, psychology of activity of the head. Formation of art of management.)

Topic 8. Power in management technology.

The concept of influence and power in management. The balance of power. The authority of the leadership of the organization. The power of subordinates in management. Characteristics of types of power. Reference authority, traditional power. The power of coercion. Stimulus power. Charismatic power.

Topic 9. Characteristics of leadership in management technologies.

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. Forming an effective leadership style.

Topic 10. Styles in management technologies.

Management styles: essence, characterization, formation. Authoritarian style of management. Democratic, liberal, paternalistic management style. Transformations of management styles in conditions of democratization of society, development of information technologies, in conditions of knowledge economy.

Content module 2. Organizational aspects of implementation of management technologies in management.

Topic 11. Motivation to work in systems management technologies.

The concept and role of motivation in management. The evolution of approaches to the formation of theories of motivation. The theory of A. Maslow, F. Herzberg, D. McClelland. Needs and rewards in the motivation system. Early and modern technologies in personnel management.

Topic 12. Modern motivational mechanisms in system management technologies.

Investing personnel development in the system of motivation to work. Employee participation in profit sharing. Formation of effective motivation system. Features of motivation to work in modern organizations and abroad.

Topic 13. Communications and information support in management.

Concepts, meanings, types and functions of communication. Communication management. Organizational and interpersonal communications. The main stages of the communication process. Obstacles in organizational communications. Verbal and non-verbal interference. Information support in management. Modern information systems. Information overload in management. Improving communication skills.

Topic 14. Management decisions in management.

The essence, classification of management decisions and their characteristics. Organizational, personnel, rational, programmed and other decisions. Process (technology, algorithm) of managerial decision making. Criteria for decision making. Risks in decision making. Methods of development of management decisions and requirements to them.

Topic 15. Organization and features of managerial work.

The essence, nature and importance of managerial work. The subject and result of managerial work. Requirements for managers. Features of managerial work.

Incentives and remuneration of managers. Organization of remuneration of managers. Strategies for motivating managerial work. Efficiency of managerial work and factors of its increase.

Topic 16. Formation of organizational culture in management.

The essence and types of organizational culture. The value of organizational culture for effective management. Varieties of culture and its elements. Classification of organizational cultures. Functions of organizational culture and factors of its formation. Assessment of organizational culture. Maintaining and changing organizational culture. Foreign experience in the formation and role of organizational cultures.

Topic 17. Self-management in system management technologies.

The essence, tasks and place of self-management in management technologies. Evolution of approaches to self-management. Performing basic functions (planning, organizing, motivating, controlling) in self-management. Pareto Law.

Topic 18. Self-management in the career development of managers.

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. Structure of the Course

Name of content modules and topics	Number of hours					
	full-time education					
	Total	including				
L		P	Lab	Ind	I.W.	
1	2	3	4	5	6	7
<i>Content module 1. Theoretical and methodological foundations of the formation of system technologies in management</i>						
Topic 1. Introduction to the discipline "Systems Technologies in Management"	6	2	2			2
Topic 2. Theoretical foundations of system technologies in management.	6	2	2			2
Topic 3. Functions in system technologies in management.	6	2	2			2
Topic 4. Goals and principles in systems technologies in management.	6	2	2			2
Topic 5. Management and the external environment of organizations.	9	4	4			1
Topic 6. Business administration in the management technology system	6	2	2			2
Topic 7. Economic and socio-psychological mechanisms in the management technology system	6	2	2			2
Topic 8. Power in management technologies	9	4	4			1
Topic 9. Leadership Characteristics in Management Technologies.	6	2	2			2
Topic 10. Styles in technology management	6	2	2			2
<i>Content module 2. Organizational aspects of implementation of management technologies in management.</i>						
Topic 11. Motivation to work in systems management technologies	6	2	2			2
Topic 12. Modern motivational mechanisms in system management technologies	6	2	2			2
Topic 13. Communication and information support in management	9	4	4			1
Topic 14. Management decisions in management	6	2	2			2
Topic 15. Organization and features of managerial work	6	2	2			2
Topic 16. Formation of organizational culture in management	9	4	4			1
Topic 17. Self-management in system management technologies	6	2	2			2
Topic 18. Self-management in the career development of managers	6	2	2			2
Total hours for the course	120	44	44			32

5. Topics and plans of lectures

#	<i>Name of topics</i>	<i>Quantity of hours</i>
1.	<p>Topic 1. Introduction to the discipline "Systems Technologies in Management"</p> <p>1. The purpose and objectives of the discipline. 2. The content, structure and meaning of the course for scientific training of Doctor of Philosophy. 3. The program of the discipline. Individual tasks. The literature is basic and additional.</p>	2
2.	<p>Topic 2. Theoretical foundations of system technologies in management.</p> <p>Plan:</p> <p>1. The concept of system and systematic approach in management. 2. Components of the management system and their characteristics. 3. Using a systematic approach to the design of a control system.</p>	2
3	<p>Topic 3. Functions in system technologies in management.</p> <p>Plan:</p> <p>1. The essence, types and values of management functions. 2. General and specific management functions; planning, organizing, motivating, controlling. 3. Regulation of performance of management functions in the organization</p>	2
4	<p>Topic 4. Goals and principles in systems technology in management.</p> <p>Plan:</p> <p>1. Management goals: essence, types, mechanism of formation. 2. Principles of management in management technologies. 3. Patterns in management.</p>	2
5	<p>Topic 5. Management and external environment of organizations</p> <p>Plan:</p> <p>1. The nature and characteristics of the environment. 2. The environment of direct influence. 3. The environment of indirect influence. 4. The influence of the international environment on the management of organizations.</p>	4
6	<p>Topic 6. Business administration in the management technology system</p> <p>Plan:</p> <p>1. Business administration in organizations. 2. Organizational and operational and managerial influence. 3. Legal support of management processes.</p>	2
7	<p>Topic 7. Economic and socio-psychological mechanisms in the management technology system.</p> <p>Plan:</p> <p>1. Economic management mechanism. 2. Economic levers. Economic sanctions. 3. Socio-psychological mechanism of management.</p>	2
8	<p>Topic 8. Power in management technologies</p> <p>Plan:</p> <p>1. The concept of influence and power in management.</p>	4

	2. The balance of power. 3. Characteristics of types of power.	
9	Topic 9. Characteristics of leadership in management technologies. Plan: 1. The essence and types of leadership in the team. 2. Foreign leadership theories. 3. Characteristics of the main types of leadership	2
10	Topic 10. Styles in management technologies. Plan: 1. Management styles: essence, characterization, formation. 2. Transformations of management styles in the conditions of globalization.	2
11	Topic 11. Motivation to work in systems management technologies. Plan: 1. The concept and role of motivation in management 2. Needs and rewards in the motivation system. 3. Early and modern technologies in management.	2
12	Topic 12. Modern motivational mechanisms in system management technologies. Plan: 1. Investing personnel development in the system of motivation to work. 2. Formation of an effective system of motivation. 3. Features of motivation to work in modern organizations and abroad.	2
13	Topic 13. Communications and information support in management. Plan: 1. The concept, meaning, types and functions of communication. 2. The main stages of the communication process. 3. Obstacles in organizational communications. 4. Information support in management.	4
14	Topic 14. Management decisions in management. Plan: 1. The essence, classification of management decisions and their characteristics. 2. The process (technology, algorithm) of making managerial decisions. 3. Methods of development of management decisions and requirements to them.	2
15	Topic 15. Organization and features of managerial work. Plan: 1. The essence, nature and importance of managerial work. 2. Features of managerial work. 3. Incentives and remuneration of managers. 4. Efficiency of managerial work and factors of its increase.	2
16	Topic 16. Formation of organizational culture in management. Plan: 1. The essence and types of organizational culture. 2. Functions of organizational culture and factors of its formation. 3. Foreign experience in the formation and role of organizational cultures.	4
17	Topic 17. Self-management in system management technologies. Plan: 1. The essence, tasks and place of self-management in management technologies.	2

	2. Functions and components of self-management. 3. The role of self-management for career growth and achievement of life goals.	
18	Topic 18. Self-management in the career development of managers. Plan: 1. Functions and components of self-management. 2. Planning in self-management. 3. The role of self-management for career growth and achievement of life goals.	2
Total:		36

6. Topics of practical classes

#	<i>Name of topics</i>	<i>Quantity of hours</i>
1	Topic 1. Introduction to the discipline "Systems Technologies in Management". 1. The purpose and objectives of the discipline. 2. The content, structure and meaning of the course for scientific training of Doctor of Philosophy. 3. The program of the discipline. Individual tasks. The literature is basic and additional.	2
2	Topic 2. Theoretical foundations of system technologies in management. 1. The concept of system and systematic approach in management. 2. Components of the management system and their characteristics. 3. Using a systematic approach to the design of a control system.	2
3	Topic 3. Functions in system technologies in management. 1. The essence, types and values of management functions. 2. General and specific management functions; planning, organizing, motivating, controlling. 3. Regulation of performance of management functions in the organization	2
4	Topic 4. Goals and principles in systems technology in management. 1. Management goals: essence, types, mechanism of formation. 2. Principles of management in management technologies. 3. Patterns in management.	2
5	Topic 5. Management and external environment of organizations. 1. The nature and characteristics of the environment. 2. The environment of direct influence. 3. The environment of indirect influence. 4. The influence of the international environment on the management of organizations.	4
6	Topic 6. Business administration in the management technology system. 1. Business administration in organizations. 2. Organizational, operational and managerial influence. 3. Legal support of management processes.	2
7	Topic 7. Economic and socio-psychological mechanisms in the management technology system. 1. Economic management mechanism. 2. Economic levers. Economic sanctions. 3. Socio-psychological mechanism of management.	2
8	Topic 8. Power in management technologies.	4

	<ol style="list-style-type: none"> 1. The concept of influence and power in management. 2. The balance of power. 3. Characteristics of types of power. 	
9	<p>Topic 9. Characteristics of leadership in management technologies.</p> <ol style="list-style-type: none"> 1. The essence and types of leadership in the team. 2. Foreign leadership theories. 3. Characteristics of the main types of leadership 	2
10	<p>Topic 10. Styles in management technologies.</p> <ol style="list-style-type: none"> 1. Management styles: essence, characterization, formation. 2. Transformation of management styles in the conditions of globalization. 	2
11	<p>Topic 11. Motivation to work in systems management technologies.</p> <ol style="list-style-type: none"> 1. The concept and role of motivation in management 2. Needs and rewards in the motivation system. 3. Early and modern technologies in management. 	2
12	<p>Topic 12. Modern motivational mechanisms in system management technologies.</p> <ol style="list-style-type: none"> 1. Investing personnel development in the system of motivation to work. 2. Formation of an effective system of motivation. 3. Features of motivation to work in modern organizations and abroad. 	2
13	<p>Topic 13. Communications and information support in management</p> <ol style="list-style-type: none"> 1. The concept, meaning, types and functions of communication. 2. The main stages of the communication process. 3. Obstacles in organizational communications. 4. Information support in management. 	4
14	<p>Topic 14. Management decisions in management.</p> <p>Plan:</p> <ol style="list-style-type: none"> 1. The essence, classification of management decisions and their characteristics. 2. The process (technology, algorithm) of making managerial decisions. 3. Methods of development of management decisions and requirements to them. 	2
15	<p>Topic 15. Organization and features of managerial work.</p> <p>Plan:</p> <ol style="list-style-type: none"> 1. The essence, nature and importance of managerial work. 2. Features of managerial work. 3. Incentives and remuneration of managers. 4. Efficiency of managerial work and factors of its increase. 	2
16	<p>Topic 16. Formation of organizational culture in management.</p> <p>Plan:</p> <ol style="list-style-type: none"> 1. The essence and types of organizational culture. 2. Functions of organizational culture and factors of its formation. 3. Foreign experience in the formation and role of organizational cultures. 	4
17	<p>Topic 17. Self-management in system management technologies.</p> <p>Plan:</p> <ol style="list-style-type: none"> 1. The essence, tasks and place of self-management in management technologies. 2. Functions and components of self-management. 3. The role of self-management for career growth and achievement of life goals. 	2
18	<p>Topic 18. Self-management in the career development of managers.</p> <p>Plan:</p> <ol style="list-style-type: none"> 1. Functions and components of self-management. 	2

	2. Planning in self-management. 3. The role of self-management for career growth and achievement of life goals.	
Total		44

7. Independent work

#	<i>Name of topics</i>	<i>Quantity of hours</i>
1	Topic 1. Introduction to the discipline "Systems Technologies in Management". 1. The purpose and objectives of the discipline. 2. The content, structure and meaning of the course for scientific training of Doctor of Philosophy. 3. The program of the discipline. Individual tasks. The literature is basic and additional.	2
2	Topic 2. Theoretical foundations of system technologies in management. 1. The concept of system and systematic approach in management. 2. Components of the management system and their characteristics. 3. Using a systematic approach to the design of a control system.	2
3	Topic 3. Functions in system technologies in management. 1. The essence, types and values of management functions. 2. General and specific management functions; planning, organizing, motivating, controlling. 3. Regulation of performance of management functions in the organization	2
4	Topic 4. Goals and principles in systems technology in management. 1. Management goals: essence, types, mechanism of formation. 2. Principles of management in management technologies. 3. Patterns in management.	2
5	Topic 5. Management and external environment of organizations. 1. The nature and characteristics of the environment. 2. The environment of direct influence. 3. The environment of indirect influence. 4. The influence of the international environment on the management of organizations.	1
6	Topic 6. Business administration in the management technology system. 1. Business administration in organizations. 2. Organizational, operational and managerial influence. 3. Legal support of management processes.	2
7	Topic 7. Economic and socio-psychological mechanisms in the management technology system. 1. Economic management mechanism. 2. Economic levers. Economic sanctions. 3. Socio-psychological mechanism of management.	2
8	Topic 8. Power in management technologies. 1. The concept of influence and power in management. 2. The balance of power. 3. Characteristics of types of power.	1
9	Topic 9. Characteristics of leadership in management technologies. 1. The essence and types of leadership in the team. 2. Foreign leadership theories.	2

	3. Characteristics of the main types of leadership	
10	Topic 10. Styles in management technologies. 1. Management styles: essence, characterization, formation. 2. Transformation of management styles in the conditions of globalization.	2
11	Topic 11. Motivation to work in systems management technologies. 1. The concept and role of motivation in management 2. Needs and rewards in the motivation system. 3. Early and modern technologies in management.	2
12	Topic 12. Modern motivational mechanisms in system management technologies. 1. Investing personnel development in the system of motivation to work. 2. Formation of an effective system of motivation. 3. Features of motivation to work in modern organizations and abroad.	2
13	Topic 13. Communications and information support in management 1. The concept, meaning, types and functions of communication. 2. The main stages of the communication process. 3. Obstacles in organizational communications. 4. Information support in management.	1
14	Topic 14. Management decisions in management. Plan: 1. The essence, classification of management decisions and their characteristics. 2. The process (technology, algorithm) of making managerial decisions. 3. Methods of development of management decisions and requirements to them.	2
15	Topic 15. Organization and features of managerial work. Plan: 1. The essence, nature and importance of managerial work. 2. Features of managerial work. 3. Incentives and remuneration of managers. 4. Efficiency of managerial work and factors of its increase.	2
16	Topic 16. Formation of organizational culture in management. Plan: 1. The essence and types of organizational culture. 2. Functions of organizational culture and factors of its formation. 3. Foreign experience in the formation and role of organizational cultures.	1
17	Topic 17. Self-management in system management technologies. Plan: 1. The essence, tasks and place of self-management in management technologies. 2. Functions and components of self-management. 3. The role of self-management for career growth and achievement of life goals.	2
18	Topic 18. Self-management in the career development of managers. Plan: 1. Functions and components of self-management. 2. Planning in self-management. 3. The role of self-management for career growth and achievement of life goals.	2
	Total	36

8. Individual tasks

1. To substantiate the feasibility of solving the scientific problem of the dissertation research by improving system technologies in management.
2. To carry out economic substantiation of application of advanced management technologies in the empirical object of research on performance of general and specific functions of management: planning, organization, motivation, control, etc.
3. Build a structural and logical scheme of the management system in the objects of empirical research, with the reflection of the interconnection and interdependence between the constituent elements.

9. Methods of Training

1. Training 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*

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.

6. Personalized Learning - Differentiated Instruction (Low Tech), Inquiry-based Learning - to formulate and solve individual tasks that the applicant receives in accordance with the topic of the dissertation (the content of the individual task in item 8), aimed at achieving the goal of the research. The interaction between the applicant and the teacher, as well as counseling is carried out through the use of e-mail, viber, SMS, telephone communication, direct contact with the teacher according to the schedule of duty at the department.

10. 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;
 - perform analytical calculation tasks;
 - writing essays;
 - test results;
 - writing assignments during the tests;

- production situations, cases and more.

11. Points for the Total Score a Student Gets*

Current testing and Independent work																		Together for modules and IWS	Attestation	total	
Content module 1 - 30 points										Content module 2 - 30 points							IWS				
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12	T13	T14	T15	T16	T17	T18	25	85 (60+25)	15	100
3	3	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4				

- * - Assessment of the level of assimilation by the applicant and the formation of general and special (professional competencies) is carried out by the results of the applicant's submission on the discipline profile: prepared manuscript of the article; abstracts of the report on the scientific-practical conference, the certificate of participation in the conference; presentations of author's development. Provides direct consideration in the final assessment of the completion of a specific individual task for the discipline:
- Assessment of the systematic approach of management analysis in the objects of empirical research with the reflection of the interconnection and interdependence between the constituent elements. (on the selected topic of the dissertation).
 - In order to ensure objectivity in assessing the level of competence acquisition, the final assessment is carried out on a fee basis (with the involvement of the postgraduate and doctoral students and a member of the ESP "Management" project team).

Evaluation Criteria and ECTS

Sum of points for all kinds of educational activity	ECTS grade	Score on a national scale	
		for exam, course project (work), practice	for credit
90 – 100	A	excellent	Passed
82-89	B	good	
75-81	C	sufficient	
69-74	D		
60-68	E		
35-59	FX	unsatisfactory with the possibility of reassembly	not reassigned
1-34	F	unsatisfactory with the compulsory re-study of the discipline	not reassigned with mandatory re-study of the discipline

12. Suggested Reading

Normative legal acts

1. Constitution of Ukraine, 28.06.1996, № 254к/96–BP [Electronic resource]. (in Ukrainian) – Mode of access: <http://zakon0.rada.gov.ua/laws/show/254%D0%BA/96-%D0%B2%D1%80>.

2. On Copyright and Related Rights [Electronic resource]: Law of Ukraine "On Copyright and Related Rights" dated 23.12.1993, No. 3792-XII // Information from the

Verkhovna Rada of Ukraine. - 1994. - No. 13. - P. 64 with amendments and additions. (in Ukrainian) - Mode of access: <http://zakon4.rada.gov.ua/laws/show/3792-12>.

3. About higher education [Electronic resource]: Law of Ukraine "On Higher Education" of 01.07.2014 № 1556-VII // Bulletin of the Verkhovna Rada of Ukraine. - 2014 - No. 37-38. - S. 2004 with changes and additions. (in Ukrainian) - Mode of access: <http://zakon4.rada.gov.ua/laws/show/1556-18>.

4. On Approval of the Regulations on the Training of Scientific-Pedagogical and Scientific Personnel [Electronic Resource]: Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Regulation on the Training of Scientific-Pedagogical and Scientific Personnel" dated 01.03.1999, No. 309. (in Ukrainian) - Mode of access: <http://zakon4.rada.gov.ua/laws/show/309-99-%D0%BF>.

5. On Approval of the Order of Awarding Degrees and Assigning a Scientific Title to a Senior Researcher [Electronic Resource]: Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Order of Awarding Academic Degrees and Assigning the Academic Rank of a Senior Researcher" dated July 24, 2013, No. 567. (in Ukrainian) - Mode of access: <http://zakon4.rada.gov.ua/laws/show/567-2013-%D0%BF>.

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.](#)
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7. Özgür Önday. Neoclassical organization theory: from incentives of bernard to organizational objectives of Cyert and March.
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