

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY

CHAIR OF MANAGEMENT

"CONFIRMED"
Head of the Management Chair
A.M. Mykhailov
"09" вересня 2020 year

CURRICULUM (SYLLABUS)

MANAGEMENT

Specialty: 073 "Management"

Educational program: "Management"

Faculty: Economics and Management

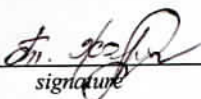
2020-2021 academic year

Curriculum of **MANAGEMENT** worked out for second specialty: 073 "Management"

Author:

Phd in economics,

Associate professor of Management


signature

T.M. Kharchenko

Curriculum has been approbated on the Management Chair Meeting.

Minutes of "09" June 2020, # 12

Head of the
Management Chair


signature

(Doctor of sciences, professor A.N.Mykhailov)

Coordinated by:

Guarantor of educational and professional
program (project team leader)


(signature)

(A.N.Mykhailov)
(surname and initials)

Dean of the Faculty
(on which the discipline is taught)


(signature)

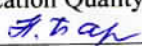
(N.I. Strochenko)
(surname and initials)

Dean of the Faculty
(to which the department belongs)


(signature)

(N.I. Strochenko)
(surname and initials)

Methodist of the Department of Education Quality,
licensing and accreditation


(signature)

(F. Baranik)
(surname and initials)

Registered in the electronic database: 24.07. 2020.

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 – 3	The branch of knowledge: 07 “Management and administration”	<i>Regulatory</i>
	Specialty: 073 “Management”	
Modules – 2		Year of preparation:
Semantic modules: 5		2020-2021
		Course
		2
		Semester
The total number of hours - 90		3
		Lectures
		30 h.
		Practical, seminar
		14 h.
		Independent work
		26 h
		Individual tasks
		20 h
		Kind of control:
		Examination –answer the examinational questions

Note.

Ratio of the number of classroom hours with independent and individual work is:
for the day form of education - 49,0/51,0 (44/46)

2. The purpose and objectives of the discipline (derived from the educational-professional program)

2.1 The purpose of studying the discipline

The task of the discipline "Management" is the formation of future managers of modern managerial thinking and a system of special knowledge in the field of management, the formation of understanding of the conceptual foundations of system management of organizations; acquisition of skills of analysis of internal and external environment, making adequate management decisions.

2.2 Tasks of the discipline

The study of the discipline "Management" involves the formation of students' competencies (derived from the educational and professional program):

№	Type of program competencies	Program competence	Code
1	General	Ability to apply conceptual and basic knowledge, understanding the subject area and the profession of manager.	ZK2
2		Ability to work in a team and establish interpersonal interaction in solving professional problems.	ZK5
1	Professional (special)	Ability to manage the organization and its departments through the implementation of management functions.	SC 4
2		Ability to choose and use modern management tools.	SC 5
3		Ability to analyze and structure the problems of the organization, to form sound decisions.	SC 9

2.3. Program learning outcomes

As a result of studying the discipline "Management" the student must be able to demonstrate the following learning outcomes (derived from the educational-professional program):

№	Program learning outcomes	Code
1	Describe the content of the functional areas of the organization.	PRN 5
2	Demonstrate skills of search, collection and analysis of information, calculation of indicators to justify management decisions.	PRN 6
3	Demonstrate organizational design skills.	PRN 7
4	Apply management methods to ensure the effectiveness of the organization.	PRN 8
5	Demonstrate skills of interaction, leadership, teamwork.	PRN 9
6	Have the skills to justify effective tools to motivate the organization's staff.	PRN 10
7	Perform research individually and / or in a group under the guidance of a leader.	PRN 17

3. The program of the course

Program of normative discipline. Program of normative discipline. Discussed and approved at the meeting of the Presidium of the SMC on Management and Administration on April 22, 2009, Minutes № 22 with additions and changes from 18.05.2010, Minutes № 24 and 09.11.2011, Minutes № 26. Is being tested. Minutes of the meeting of the Department of Management № 12 "9" June 2020

Module 1. Theoretical and Methodological Basis of Management **Semantic module 1. The Concept of Management and its Development.**

Topic 1. 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.

Topic 2. The History of Management. Background of management science. Classical and neoclassical theories of management. Features of the modern model of management in Ukraine.

Johary Window

The philosophy of Japanese Management.

Topic 3. 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.

Principles of Management

Semantic module 2. Characteristics of Managerial Activities

Topic 4. Functions and Methods of Management. Definition and classification of management functions. The essence of social - educational management functions. Methods of management.

Management as a system.

Systematics main types of management.

Topic 5. The Process of Management. Process and goal management. Classification of managerial decisions. Models of managerial decision-making.

Exercise Overview

Semantic module 3. Basic Management Function

Topic 6. 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.

Managing of planning.

What is Strategic Planning?

Topic 7. 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.

Centralization and Decentralization

Module 2. The Constituent Elements of Organizations.

Semantic module 4. Basic Management Functions

Topic 8. 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.

Topic 9. Controlling as a Basic Management Function. The nature of control. Steps in the Process of Control. Levels of Control. Managing of Control in Organization.

Methods of Control

The basic elements in a control system.

Topic 10. Management Groups in the Organization. Groups and Teams in Organizations. Stages of Group and Team Development. Characteristics of Groups and Teams.

Management groups in the organization.

Semantic module 5. The constituent elements of Organizations.

Topic 11. 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.

Topic 12. 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

Topic 13. Evaluating the Effectiveness of Management. The concept of efficiency. Factors of increase of efficiency. Economic, social and organization efficiency.

The effectiveness of management.

The concept of social responsibility.

4. Structure of the course

Titles the semantic modules and topics	Volume of hours					
	full-time education					
	Total	including				
L		P	Lab	Ind	I.W.	
1	2	3	4	5	6	7
Module 1. Theoretical and methodological basis of management						
<i>Semantic module 1. The concept of management and its development.</i>						
Topic 1. Theoretical Foundations of Management.	6	2	2			2
Topic 2. The history of management.	6	2	2			2
Topic 3. Laws and patterns of management.	4	2				2
Total for semantic module 1	16	6	4			6
<i>Semantic module 2. Characteristic of administrative activity</i>						
Topic 4. Functions and methods of management.	6	2	2			2
Topic 5. Process of management	4	2				2
Total for semantic module 2	10	4	2			4
<i>Semantic module 3. Basic Management Function</i>						
Topic 6. Planning as the basic management function.	5	2	1			2
Topic 7. Organizing as the basic management function.	7	4	1			2
Total for semantic module 3	12	6	2			4
Total hours for module 1	38	16	8			12
Module 2. Basic Management Function						
<i>Semantic module 4. Basic Management Function</i>						
Topic 8. Motivating as basic management function.	7	4	1			2
Topic 9. Controlling as basic management function.	5	2	1			2
Topic 10. Management groups in the organization.	4	2				2
Total for semantic module 4	16	8	2			6
<i>Semantic module 5. The Constituent Elements of Organization</i>						
Topic 11. Information and communication management.	4	2				2
Topic 12. Management and Leadership.	6	2	2			2
Topic 13. Evaluating the effectiveness of management.	6	2	2			2
Total for semantic module 5	16	6	4			6
Total hours for module 2	32	14	6			14
Individual tasks					20	
Total hours for course	90	30	14		20	26

5. Topics and plan of lectures

№	Topic name	Volume of hours
1.	Topic 1. Theoretical Foundations of Management. 1. Essence of categories of management. 2. System of relations in the organization. 3. Research Methods.	2
2.	Topic 2. The history of management. 1. Background of management science. 2. Classical and neoclassical theories of management. 3. Features of the modern model of management in Ukraine.	2
3.	Topic 3. Laws and patterns in the management 1. Characterization of integrated management approaches. the process approach, system approach, situational approach. 2. Laws and patterns in the management 3. Definition and classification of management principles.	2
4.	Topic 4. Functions and methods of management. 1. Definition and classification of management functions. 2. The essence of basic and special management functions. 4. Methods of management.	2
5.	Topic 5. Management process. The process and objectives of management. Classification of administrative decisions. Models of decision-making..	2
6.	Topic 6. Planning as a basic management function. 1. Nature and content of planning as a management function. 2. Stages of the planning process. 3. Classification of organizational goals 4. The process of setting goals	2
7.	Topic 7. Organizing as a basic management function. 1. Essence of the organization in management. 2. Classification of organization. 3. The life cycle of an organization.	2
8.	Topic 7. Organizing as a basic management function 1. Vertical and horizontal structuring of management. 2. The powers, duties, responsibilities.	2
9.	Topic 8. Motivation as a basic management function 1. The concept of motivating. 2. Classical and modern theories of motivation,	2
10.	Topic 8. Motivation as a basic management function	2

	1. Models of motivating. 2. Stimulation of labor: objectives, principles, types, forms.	
11.	Topic 9. Controlling as a basic management function 1. The concept of controlling and its role. 2. Steps in the Process of Control 3. Levels of Control 4. Managing of Control in Organization.	2
12.	Topic 10. Management groups in the organization. 1. Groups and Teams in Organizations. 2. Stages of Group and Team Development. 3. Characteristics of Groups and Teams	2
13.	Topic 11. Information and communication management. 1. Information, its types and role in management. Media. 2. The concept and role of communications. 3. The communication process components and process steps	2
14.	Topic 12. Management and Leadership 1. Definition and general characteristics of management. 2. Fundamentals of management: influence, leadership, power. 3. Theories of leadership. Typology of leaders.	2
15.	Topic 13. The effectiveness of management. 1. The concept of efficiency. 2. Factors of increase of efficiency. 3. Economic, social and organizational effectiveness.	2
	Total	30

6. Topics of practical Lessons

№	Topic name	Volume of hours
	Theoretical Foundations of Management.	2
1.	The History of Management.	2
2.	Functions and Methods of Management.	2
3.	Planning and Organizing as a Basic Management Functions.	2
4.	Motivation and Controlling as a Basic Management Functions	2
5.	Management and Leadership	2
6.	The Effectiveness of Management.	2
7.	Total	14

7. Independent work

№	Topic name	Volume of hours
1.	Topic 1. Theoretical Foundations of Management. 1. Management as an Art.	2
2.	Topic 2. The history of management.	2

	1.The philosophy of Japanese Management.	
3.	Topic 3. Laws and patterns in the management. 1.Principles of Management	2
4.	Topic 4. Functions and methods of management. 1. Systematics main types of management	2
5.	Topic 5. Process of management 1. Exercise Overview	2
6.	Topic 6. Planning as a basic management function. 1. What is Strategic Planning?	2
7.	Topic 7. Organizing as a basic management function. 1. Centralization and Decentralization	2
8.	Topic 8. Motivation as a basic management function 1. Modern Motivation.	2
9.	Topic 9. Controlling as a basic management function 1. The basic elements in a control system.	2
10.	Topic 10. Management groups in the organization. 1. Management groups in the organization.	2
11.	Topic 11. Information and communication management. 1. Information management.	2
12.	Topic 12. Management and Leadership 1. Delegation of Authority	2
13.	Topic 13. The effectiveness of management. 1. The concept of social responsibility.	2
	Total	26

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.

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

11. Methodical Support

1. Kharchenko T.M. **“Management. Lecture Notes:** for individual study for students of 2-3 year of training direction 073 “Management”, 074 Public administration and management” full time and distance learning, Sumy, 2017.78 p.
2. Kharchenko T.M. **Management. Glossary:** for individual study for students of 2-3 year of speciality 073 “Management”, 074 “Public administration and management” full time and distance learning, Sumy, 2017.14 p.
3. Kharchenko T.M. **Workbook :** for practical classes for students of 2-3rd year direction of training 0306 "Management" speciality 6.050201 "Management", 6.050206 "international management" full time and distance learning. Sumy, 2016.68 p.
4. Educational - methodical materials of the course "Management" in the distance learning system MOODLE: <https://cdn.snau.edu.ua/moodle/course/view.php?id=2599>

12. Suggested Reading

Basic

1. Gemmy Allen, Warren Plunkett. Management (Meeting and Exceeding Customer Expectations), Wessex Inc., 11th Edition, 2016. 702 p.
2. [James Sagner](#). Management and Organizational Behavior: The Fast Track Series Paperback , 2018. 294 p.
3. Saponaro, Margaret Zarnosky, Evans, G. Edward. Collection Management Basics, 7th Edition (Library and Information Science Text) 7th Ed., 2019. 250 p.
4. by Margaret Zarnosky Saponaro (Author), G. Edward Evans (Author)

5. [Keith Ord](#), [Robert Fildes](#), [Nikos Kourentzes](#). Principles of Business Forecasting--2nd ed., Wessex, inc., 2017. 588 p.
6. Gemmy Allen and Warren Plunkett. Management (Meeting and Exceeding Customer Expectations), Wessex Inc., 11th Edition, 2016, 702 p.
7. [James Sagner](#). Management and Organizational Behavior: The Fast Track Series Paperback, 2018. 294 p.
8. [Keith Ord](#), [Robert Fildes](#), [Nikos Kourentzes](#). Principles of Business Forecasting-2nd ed., Wessex, inc., 2017. 588 p.
9. [David S. Bright](#), [Anastasia H. Cortes](#). Principles of Management. Openstax, 2019. 673 p. <https://openstax.org/details/books/principles-management?Book%20details>
10. Susan Quinn. Management Basics. 2010. 75 p.
<https://vulms.vu.edu.pk/Courses/MGMT622/Downloads/management-basics.pdf>
11. Mathias Weske: Business Process Management: Concepts, Languages, Architectures 2nd ed., Springer-Verlag Berlin Heidelberg, 2012. 403 p.
12. Ю.Палеха, Г. Мошек, І. Миколайчук. Основи менеджменту. Теорія і практика: навч. посіб. Київ: Ліра-К, 2018. 528 с.
13. Свидрук І. І. Концептуально-методологічні основи розвитку креативного менеджменту національного господарства України: монографія. Львів : Растр-7, 2018. 450 с.
14. Назарчук Т. В., Косіюк О. М. Менеджмент організацій: навч. посіб. Київ: Центр учбової літератури, 2018. 560 с.
15. Пріб К.А., Патица Н.І., Лендел Г.Д. Практикум з діагностики в системі управління [текст]: навч. посіб. Київ: ІПК ДСЗУ, 2016. 202 с.
16. Менеджмент у ХХІ сторіччі: методологія і практика. Колективна монографія. Полтава: Сімон, 2015. 347 с.
17. Староверова К.О. Менеджмент. Эффективность управления: учебное пособие для академического бакалавриата. Москва: Юрайт; ІД Юрайт, 2016. 209 с.
18. Хижняк А., Светлов И. Основы эффективного менеджмента: уч. пособ. Москва: Инфра-М, 2015. 320 с.
19. с.
20. Всеобщая Система Управления. Total Managment System. Созидание прибыли в духе кайдзен. Издательский дом Университета "Синергия" 2019, 208 с.
21. Лі Циці. Лідерські якості менеджерів: вектори успіху: монографія. Київ: Центр учбової літератури, 2018. 184 с.
22. Майкл Альберт, Мескон Майкл, Франклин Хедоури. Основы менеджмента: учебное пособие. 3-е изд.. Москва: Williams, 2010. 672 с.

Supporting

23. Астахової Н. І., Москвітїна Р. В. Менеджмент: підручник для прикладного бакалаврату / під заг. ред. Н. І. Астахової, Р. В. Москвітїна. Москва: Юрайт; ІД Юрайт, 2014. 422 с.
24. Коротков Е. М. Менеджмент: підручник для бакалаврів. 3-є вид., перероб, і дод. Москва: Юрайт; ІД Юрайт, 2014. 684 с.

- 25.Афанасьєва В. Я. Теорія менеджменту : підручник для бакалаврів / за ред. В. Я. Афанасьєва. 2-е вид., Москва: Юрайт; ІД Юрайт, 2013. 665 с.
- 26.Друкер П.Ф. Задачи менеджмента в XXI веке: уч. пос. / пер. с англ. В.В. Боброва. Москва : Вильямс, 2009. 272 с.
- 27.Тебекин А. В. Методи прийняття управлінських рішень: підручник для бакалаврів, Москва: Юрайт; ІД Юрайт, 2013. 572 с.
- 28.Трофімова Л. А., Трофімов В. О. Методи прийняття управлінських рішень: підручник і практикум для академічного бакалаврату. Москва: Юрайт; ІД Юрайт, 2015. 335 с.
- 29.Назарчук Т. В. Косіюк О. М. Менеджмент організацій [Текст]: навч. посіб. Київ: Центр учбової літератури, 2018. 560 с.
- 30.Литвинюк А. А., Гончарова С. Ж., Данілочкіна В. О. Мотивація і стимулювання трудової діяльності. Теорія і практика: підручник для бакалаврів. Москва: Юрайт; ІД Юрайт, 2014. 398 с.
- 31.Мошек Г.Є., Гомба Л.А. Сучасний менеджмент у питаннях та відповідях: навч. посіб.: в 3ч. / за ред. Г.Є. Мошика. Ч.3. Київ: КНТЕУ, 2005. 186 с.
- 32.Грибов В. Д., Кисляков Р. В. Основи управлінської діяльності: підручник і практикум для СПО. Москва: Юрайт; ІД Юрайт, 2016. 335 с.
- 33.Сальнікова Л. С. Репутаційний менеджмент: сучасні підходи та технології: підручник для бакалаврів. Москва: Юрайт; ІД Юрайт, 2013. 303 с.
- 34.Шохам Адизес, Али Н. Совещание по Адизезу. Москва: “Манн, Иванов и Фербер”, 2017. 140 с.
- 35.Брайан Трейси. Менеджмент. Москва: “Манн, Иванов Фербер”, 2017. 145 с.
- 36.Свидрук І. І. Креативний менеджмент: навч. посіб. Київ: Центр учбової літератури, 2012. 224 с.
37. Бех В. П. та ін. Управління сталим розвитком: підруч. для магістрів з управління та адміністрування /за заг. ред. В. П. Бега, М. В. Туленкова. Київ: Каравела, 2018. 538 с.
- 38.Основи менеджменту: підручник для студентів вищих навчальних закладів / за ред. А.А. Мазаракі. Харків: Фоліо, 2014. 846

13. 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. <http://www.management.com.ua>
7. <http://www.twirpx.com>

8. <http://www.nbu.gov.ua>
11. Кабінет Міністрів України - [Електронний ресурс]. – Режим доступу: <http://www.kmu.gov.ua>.
12. Міністерство економіки - [Електронний ресурс]. – Режим доступу: <http://www.me.gov.ua>.
13. Національна бібліотека України ім. В.І. Вернадського - [Електронний ресурс]. – Режим доступу: <http://www.nbu.gov.ua>
14. Інтернет портал для Українців - [Електронний ресурс]. – Режим доступу: <http://www.management.com.ua>

