

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
Faculty of Economics and Management
Public Management and Administration Department

MODULE SYLLABUS

EC 10 ADMINISTRATIVE MANAGEMENT

(compulsory component)

Speciality	Management
Educational program	Organizational management and administration
Level of higher education	the second (master's)

Author: Alina BRYCHKO Phd, Associate Professor of Public Management
Administration Department

Module syllabus agreed at the Public Management and Administration Department meeting	Protocol №20 dated June 3 2025
	Head of Public Management and Administration Department <u>Alina BRYCHKO</u> Alina BRYCHKO

Approved by:

Guarantor of the Academic program Alvina ORIEKHOVA

Dean of the Faculty Svitlana LUKASH

Syllabus review (attached) is provided by: Liudmyla DASHUTINA

Tetyana KHARCHENKO

Representative of the Department of Education Quality assurance, licensing and accreditation (P. Baranik)

Registered in electronic data base 28.08. 2025

Information on reviewing the work program (syllabus):

The academic year in which changes are made	The Academic program attachment number with changes description	Changes revised and approved		
		Minutes No and date of the department meeting	Head of Department	Guarantor of the Academic program

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Title	ADMINISTRATIVE MANAGEMENT		
2.	Faculty/Department	Faculty of Economics and Management / Public Management and Administration Department		
3.	Type (compulsory or optional)	compulsory		
4.	Program(s) to which module is attached (to be filled in for compulsory types)	Educational program «Organizational management and administration», second level of higher education, specialty D3 «Management»		
5.	Module can be suggested for (to be filled in for optional types)			
6.	Level of the National Qualifications Framework	NQF of Ukraine – level 7, FQ-EHEA – second cycle, EQF-LLL – level 7		
7.	Semester and duration of module	The discipline is taught in the 3d semester		
8.	ECTS credits number	5 credits (150 hours)		
9.	Total workload and time allotment	Directed study		
		Lectures	Practicals	Self-directed study
		36	36	78
10.	Language of instruction	English		
11.	Module leader	Alina Brychko PhD, Associate Professor of Public Management and Administration Department		
1.1	Module leader contact information	Email: alina.brychko@snau.edu.ua SNAU, building of the Faculty of Economics and Management, aud. 310 e		
12.	Module description	The educational component "Administrative Management" is aimed at forming in higher education applicants a holistic understanding of the essence and features of administrative management in organizations, mastering modern approaches, methods and tools of administrative management, as well as developing skills in making and implementing management decisions in complex and dynamic conditions. In the process of studying this component, applicants acquire the ability to apply concepts and tools of administrative management in accordance with the strategic goals of the organization and international practices, form an effective system of administrative management, organize and control the processes of planning, coordination, regulation and control of the organization's activities. An important result of studying the course is also the development of the ability to develop and implement management decisions aimed at increasing the effectiveness of the organization's functioning, to provide information, personnel and legal support for administrative activities, which creates the basis for professional growth and effective performance of management functions in future professional activities.		
13.	Module aim	The purpose of studying the educational component "Administrative Management" is to form theoretical knowledge and practical skills in organizing and implementing administrative management, mastering methods and technologies for making managerial decisions, developing the ability to effectively coordinate the activities of structural units, planning, controlling		

		and regulating processes in the organization, as well as providing personnel, informational and legal support for administrative activities.
14.	Module Dependencies (prerequisites, co-requisites, incompatible modules)	<p>1. The educational component is based on courses such as organizational management, corporate governance</p> <p>2. The educational component is the basis for pre-graduate practice and for writing a qualification paper.</p>
15.	The policy of academic integrity	<p>When completing individual tasks and passing intermediate and final examinations, applicants must adhere to the rules of academic integrity set forth in the "Code of Academic Integrity of the SNAU" and "Regulations on the Prevention and Detection of Academic Plagiarism in Sumy NAU" (approved by the Academic Council of the SNAU No. 6 dated 12/26/2017),</p> <p>In particular, for violating the rules of academic integrity (in one form or another provided for by the Code) while studying for the OC, persons studying at the university may be held liable for the following forms of liability:</p> <ul style="list-style-type: none"> – re-taking the assessment; – re-taking the course; – warning; – reprimand; – expulsion from the university; (Part 5 of Article 48 of the draft Law) <p>The facts of violation of the norms of the Code of Academic Integrity by any participant in the educational process (applicant or teacher) must be reported to the Academic Integrity Council in accordance with the procedure specified in the Code (Section 4).</p> <p>In order to prevent plagiarism, individual tasks are formed and performed in the form of individual practical tasks and tasks for independent performance, which make compilation and plagiarism impossible.</p>
16	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=1643
17	Keywords	Administrative management, administrative management process, management decisions, system, organization of subordinates' work, work design, administrative management technologies, efficiency, sustainable development.

2. CORRELATION BETWEEN MODULE LEARNING OUTCOMES (MLOs) AND PROGRAM LEARNING OUTCOMES (PLOs)

MLOs: On successful completion of the module the learner will be able to:	Program learning outcomes to be achieved by the EC (indicate the number according to the numbering given in the EP)			How assessed
	PLO2	PLO3	PLO7	
MLOs 1. Demonstrate knowledge of theories, scientific approaches and methods, principles, the process of administrative management, as well as a modern approach to the administrative management system	X			Multiple choice tests
MLOs 2. Understand the acquired knowledge and be able to apply it in practice regarding the essence and types of administration, as well as the key role of the manager in the administrative management system.	X			Multiple choice tests
MLOs 3. Describe and justify the content of the functional areas of the administrative management system in the organization, learn to successfully use the theoretical basis and knowledge of functions in practice to work in modern conditions	X	X		Individual assignment - essay
MLOs 4. Apply administrative management methods to increase the efficiency of organizational activities and make management decisions using modern technologies.			X	Multiple choice tests

3. MODULE INDICATIVE CONTENT

Topics	Distribution of hours				Learning resources
	Directed study			Self-directed study	
	Lc	Pc	Labs		
Topic 1. Historical conditions and evolution of administrative management. Principles of administrative management. Problems and prospects for the development of administrative management. 1. Classical administrative school and Theory of administrative organization of ideal type by M. Weber. 2. Principles of administrative management. 3. Problems of administrative management and prospects for development. 4. Scientific approaches and methods for studying administrative management.	4	4		5	key resources: 1,2,3,4,5,6 additional 2,3
Topic 2. Administrative management system. 1. Essence and significance of the administrative management process. 2. Components of the administrative management process: functions, methods, management decisions. 3. Administrative management system (Administrative Management System-AMS)	2	2		5	key resources: 1, 2,3,4,5,6 additional 6
Topic 3. Administrative management bodies and their varieties. 1. Administration, its forms, tasks, functions and structure. 2. Manager-administrator as a key element of the administrative management system	2	2		5	key resources: 1, 2,3,4,5,6 additional 4,5
Topic 4. Planning in administrative management. 1. The essence of administrative planning. 2. Principles of administrative planning. Levels of administrative planning. 3. Long-term and strategic planning as the main function of administration.	4	4		5	key resources: 1, 2,3,4,5,6 additional 4,6
Topic 5. Organization of work of subordinates (Part 1). 1. The essence of organizing the activities of the administration and its role in administrative management. 2. Delegation of authority.	2	2		5	key resources: 1, 2,3,4,5,6 additional 6
Topic 6. Organization of work of subordinates (Part 2). 1. Horizontal and functional division of labor. 2. Departmentalization in the management apparatus.	2	2		5	key resources: 1, 2,3,4,5,6 additional 6
Topic 7. Organization of work of subordinates and design of work (Part 1). 1. Methodological foundations of designing organizational structures of administrative management 2. Factors influencing the design process.	2	2		5	key resources: 1, 2,3,4,5,6 additional 2
Topic 8. Organization of work of subordinates and design of work (Part 2). 1. Procedure for designing organizational structures of administrative management. 2. Design tools.	2	2		5	key resources: 1, 2,3,4,5,6 additional 6
Topic 9. Motivation of employees of the management apparatus (Part 1). 1. The essence, meaning of motivating administrative employees.	2	2		5	key resources: 1, 2,3,4,5,6 additional

2. Forms of motivating administrative employees.					7
Topic 10. Motivating employees of the management apparatus (Part 2). 1. Non-traditional approaches to motivating employees of the management apparatus. 2. Preventing demotivation.	2	2		5	key resources: 1, 2,3,4,5,6 additional 5
Topic 11. Control and regulation in administrative management. 1. Principles of administrative control. 2. Types of administrative control. 3. Features of regulation of administrative activity in an organization.	2	2		5	key resources: 1, 2,3,4,5,6 additional 6
Topic 12. Administrative methods of management and administration of management decisions (Part 1). 1. Methods of administrative management and their classification. 2. Administrative office work in an organization: essence, principles and areas of improvement. 3. The nature of administrative authority and its role in the management system. 4. Administrative methods of management as a factor in the formation of organizational capital of an enterprise.	2	2		5	key resources: 1, 2,3,4,5,6 additional 5
Topic 13. Administrative methods of management and administration (Part 2). 1. Management decisions in the administrative management system: content, stages of adoption and implementation. 2. Communications in administrative management. 3. Information support for the process of making management decisions in administrative management. 4. Administration of management decisions in the context of the development of the intellectual capital of the organization.	2	2		5	key resources: 1, 2,3,4,5,6 additional 9
Topic 14. Modern technologies of administrative management (Part 1). 1. Information systems as the basis of modern technologies of administrative management. 2. Technologies of development and adoption of management decisions in the system of administrative management. 3. Process approach in administrative management: essence, tools, advantages. 4. Technologies of design of management processes.	2	2		5	key resources: 1, 2,3,4,5,6 additional 2,3,7
Topic 15. Modern technologies of administrative management (Part 2). 1. Administrative management and the concept of "lean production" (Lean Management). 2. Japanese know-how in the administrative management system: Kaizen, Just-in-Time, TQM. 3. Modern experience of administrative management in Western countries. 4. Innovative solutions for improving administrative management. 5. The role of human and organizational capital in the implementation of modern management technologies	4	4		8	key resources: 1, 2,3,4,5,6
Total	36	36	-	78	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Learning methods (self-directed study)
------	--------------------------------------	---

MLOs 1. Demonstrate knowledge of theories, scientific approaches and methods, principles, the process of administrative management, as well as a modern approach to the administrative management system	Problem lecture, thematic discussion, analysis of specific management situations, test execution	Independent work with the textbook
MLOs 2. Understand the acquired knowledge and be able to apply it in practice regarding the essence and types of administration, as well as the key role of the manager in the administrative management system.	Problem lecture, thematic discussion, analysis of specific management situations	Independent work with the textbook
MLOs 3. Describe and justify the content of the functional areas of the administrative management system in the organization, learn to successfully use the theoretical basis and knowledge of functions in practice to work in modern conditions	Problem lecture, thematic discussion, essay writing, analysis of specific situations	Independent work with the textbook
MLOs 4. Apply administrative management methods to increase the efficiency of organizational activities and make management decisions using modern technologies.	Problem lecture, thematic discussion, analysis of specific management situations	Independent work with the textbook, completion of individual tasks

5. ASSESSMENT

5.2. Summative assessment

5.2.1. Intended learning outcomes methods:

No	Summative assessment methods	Grades	Deadline
1.	Multiple Choice Test	20 points /20%	At 6 weeks
2.	Individual Assignment, Essay	30 points / 30%	At 10 weeks
3.	Multiple Choice Test	20 points / 20%	At 15 weeks
4.	Exam – Written Work	30 points / 30%	

5.2.2. Grading criteria

Summative assessment method	Unsatisfactory	Satisfactory	Good	Excellent
Multiple Choice Test	<6 points	7-12 points	13-18 points	<19-20 points
	<6 correct answers	7-12 correct answers	13-18 correct answers	19-20 correct answers

Individual Assignment, Essay	<6 points	6-14 points	15-24 points	25-30 points
	Task requirements not met	Most of the requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	All task requirements are met. At the same time, the student is able to apply the acquired knowledge in different situations, is able to generalize and systematize information, uses well-known evidence in his own arguments	All task requirements are met, creativity, thoughtfulness are demonstrated, and his own solution to the problem is proposed. Convincingly argues a personal position, harmonizing it with the acquired knowledge and general values, develops his talents and inclinations.
Multiple Choice Test	<6 points	7-12 points	13-18 points	<19-20 points
	<6 correct answers. Task requirements not met	7-12 correct answers. Most of the requirements are met, but individual components are missing, insufficiently disclosed, there is no analysis of other approaches to the question	13-19 correct answers. All task requirements are met. At the same time, the student is able to apply the acquired knowledge in different situations, is able to generalize and systematize information, uses well-known evidence in his own arguments	20 correct answers. All task requirements are met, creativity, thoughtfulness are demonstrated, and his own solution to the problem is proposed. Convincingly argues his personal position, harmonizing it with the acquired knowledge and general values, develops his talents and inclinations
Exam – written work	<18 points	18-23 points	24-29 points	30 points
	Task requirements not met	Most requirements met, but individual components are missing, insufficient disclosure, no analysis of other approaches to the issue	All task requirements met	All task requirements met, demonstrated creativity, thoughtfulness, proposed own solution to the problem

5.3. Formative assessment

Formative exercises are designed to enable students to develop particular aspects of their learning, prior to summative assessments. Formative exercises are designed to help students use feedback and self-reflection to manage and develop their learning so that they can see how to improve their work.

No	Formative Assessment elements	Date
	Oral survey after studying topics 1-2	Within 2 weeks
	Oral survey after studying topics 3-5	Within 7 weeks

	Pre-formative essay assessment	Within 9 weeks
	Oral survey after studying topics 6-9	Within 12 weeks
	Written survey after studying topics 10 -15	Within 15 weeks

Self-assessment can be used both an element of formative and summative assessment.

5.4 Total number of OK points and rating scale

The total number of points for the educational component is 100 points.

5.4.1 Assessment scale in force at the University

Sum of points	ECTS	Estimation by national scale	
		examination	credit
90 – 100	A	excellent	credited
82-89	B	good	
75-81	C		
69-74	D	satisfactorily	
60-68	E		
35-59	FX	unsatisfactorily, repeated passing is possible	not credited, repeated passing is possible
1-34	F	unsatisfactorily, repeated discipline’s studying is needed	not credited, repeated discipline’s studying is needed

6. LEARNING RESOURCES

6.1. Key resources

1. Administrative Management: Textbook/ L.M.Batsenko, R.V.Galenin, V.V. Tkachenko. Sumy, 2021. 355 p.

2. Administrative Management in Ukraine: Textbook./ Collected by; General Editors V. M. Yemelyanova, O. N. Yevtushenko. – Mykolaiv: Yemelyanova T. V., 2021. – 281 p. <https://doi.org/10.34132/IDU.2021.282> p.

3. Frolova E. I., Kornuta L. M. Administrative Management: Educational and Methodological Guide (for full-time and part-time higher education students). Odesa: National University "Olya University"; Department of Administrative and Financial Law, 2021. 82 p.

6.2. Guidelines

1. Electronic course on the subject "Administrative Management", posted at: <https://cdn.snau.edu.ua/moodle/course/view.php?id=1643>

2. Administrative Management. Lecture notes for higher education students of the educational program "Organizational Management and Administration" specialty D3 "Management" at the second (master's) level of higher education of full-time and part-time study / Batsenko L.M. Sumy, 2025. 162 p.

3. Administrative Management. Methodological instructions for conducting practical classes for applicants for the second (master's) level of higher education in the specialty 073 "Management" OP "Management of Organizations and Administration" of full-time and part-time forms of study. Batsenko L.M. - Sumy, 2023. - 40p.

4. Methodological instructions for performing independent work for applicants for the second (master's) level of higher education in the specialty 073 "Management" OP "Management of Organizations and Administration" of full-time and part-time forms of study. Sumy, 2023. 43 p.

6.3. Additional resources

1. Turchina Svitlana. Implementation of organizational changes and innovative projects as a condition for ensuring the sustainable development of agricultural enterprises Development of management in the conditions of international integration processes [collective monograph] Edited by N.V. Stoyanets. Warsaw: RS Global Sp. z O. O., 2024. P.213 - 232. URL: <https://monographs.rsglobal.pl/index.php/rsgl/catalog/view/68/70/671-1>

2. Turchina Svitlana, Shpetny Volodymyr, Azarov Volodymyr. (2025). Development of strategic planning in the context of hotel and restaurant management: focus on sustainable development and intellectual potential management..Sustainable Development in The Era of Digital Transformation:

Challenges and Opportunities For Management // Edited by N.V. Stoyanets. Warsaw: RS Global Sp. z O O., P. 189 -204. DOI: <https://doi.org/10.31435/rsglobal/062>

URL: <https://monographs.rsglobal.pl/index.php/rsgl/catalog/book/70>

3. Brychko A. M. Efficiency of personnel management as one of the stages of doing your own business *Економіка та суспільство*. 2022 (36). <https://economyandsociety.in.ua/index.php/journal/article/view/1159/1117>. DOI: <https://doi.org/10.32782/2524-0072/2022-36-27>

4. Лукаш С.М., Бричко А.М., Гегешко В.В. Лідерство в професійній підготовці управлінців: досвід ЄС - науковий журнал «Публічне управління і адміністрування в Україні». - ПУ «Причорноморський науково-дослідний інститут економіки та інновацій», № 32, 2022, С.7-12. Index Copernicus International (Республіка Польща) (0,5 д.а.) <https://doi.org/10.32782/pma2663-5240-2022.32.1>

5. Brychko A. Management of innovative development of agricultural enterprises (Управління інноваційним розвитком аграрних підприємств). *Економіка та суспільство*. 2022. № 45. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/1908> DOI: 10.32782/2524-0072/2022-45-2

6. Cui Xiaoping, Alina Brychko. (2023). Problems and countermeasures of enterprise management innovation. *Економіка та суспільство*, (48). <https://doi.org/10.32782/2524-0072/2023-48-1>

7. Cui, X., Brychko, A. (2023). Innovation management of the enterprise in the context of sustainable development. *Financial and Credit Activity Problems of Theory and Practice*, 5(52), 208–221. <https://doi.org/10.55643/fcaptp.5.52.2023.4147> [Scopus, Web of Science: ESCI].

8. Бричко, А., & Бондар, А. (2024). Наукові засади управління стратегічним розвитком сільськогосподарських підприємств в умовах глобалізаційних процесів. *Економічний простір*, (189), 219-222. <https://doi.org/10.32782/2224-6282/189-39>

9. Brychko, A., Cui, X., Kharchenko, T., Tytarenko, V., & Pitel, N. (2024). Sustainable development strategies in enterprise management: Innovation and responsibility. *Journal of Management World*, 2024(4), 293-300. <https://doi.org/10.53935/jomw.v2024i4.389>

6.4. Computer Applications and soft

1 Electronic repository of Sumy NAU // [electronic resource]. - Access point: <http://repo.sau.sumy.ua/>

2 Google Cloud & Docs software - for providing methodological materials, communication with students (placement of completed tasks).

3 Software of the distance learning system Moodle 3.11 - for the organization of distance learning of students (access to teaching materials, communication with the teacher, the implementation of various types of assessment).

4 Software Zoom Video Communications, Inc. v. 5.6.1 - to organize training via video link (if necessary).

5. Massive open online course platforms (Prometheus, Coursera, Action. Digital Education, etc.) – as a tool of informal education for studying elements of the educational component, which allows you to deepen your knowledge of topics and form additional digital competencies.