

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY**

**Faculty of Economy and Management
Management Department named after L.I. Mykhaylova**

SYLLABUS

**Modern Theories and Concepts of Management
(compulsory)**

Implemented within the educational and scientific program «Management»

in the specialty 073 «Management»

at the third (educational and scientific) level of higher education

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Module syllabus agreed at the Management Department meeting	Minutes No 17, June 18, 2024
	Head of Management Department named after L.I. Mykhayilova Doctor of sciences,
	<u>A. Oriekhova</u> professor A. Oriekhova

Approved by:

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Syllabus review data:

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. MODULE OVERVIEW

1.	Title	Modern Theories and Concepts of Management			
2.	Faculty/Department	Economy and Management/ Management named after L.I. Mykhayilova			
3.	Type (compulsory or optional)	compulsory			
4.	Program(s) to which module is attached (to be filled in for compulsory types)	Implemented within the educational and scientific program «Management», in the specialty 073 «Management», 2024			
5.	Module can be suggested for (to be filled in for optional types)				
6.	Level of the National Qualifications Framework	8			
7.	Semester and duration of module	2 semester			
8.	ECTS credits number	3,0			
9.	Total workload and time allotment	Directed study			Self-directed study
		Lectures	Practicals	Labs	
		10	10		70
10.	Language of instruction	English			
11.	Module leader	Coordinator - Kharchenko Tetyana Mykolayivna, Candidate of Economic Sciences, Associate Professor, Associate Professor of Management named after L.I. Mykhayilova. Hours of consultations - every Tuesday at 12.15, office 303 e			
12.	Module leader contact information	Zirka-84@ukr.net			
13.	Module description	The discipline "Modern Theories and Concepts of Management" is an important component of the training of specialists who are able to produce new ideas in the field of management and administration, including those related to implementation in management practice at various levels, to integrate their education and experience into professional activities and academic practice. The importance of the course is determined by the formation of modern systemic and risk-oriented thinking among students, their acquisition of a complex of fundamental knowledge in the field of organizational management, mastering practical skills of professional activity using the latest management tools to achieve set goals in changing conditions. The discipline is focused on obtaining professional competencies in the ability to effectively manage organizational changes, build modern models and management systems.			
14.	Module aim	Formation of future specialists of modern managerial thinking and a system of special knowledge of the main categories and laws of the logic of self-management, generate their own ideas, make informed decisions; ability to justify the decision and be able to implement it; ability to planning, motivate personal work			

		and control the implementation of decisions; use of analytical and methodological tools to understand the essence and use of theoretical and practical knowledge of self-management; ability to characterize and understand the main directions of development personality in team; the ability to identify ways to improve work efficiency and the ability to further study with a high level of autonomy, to work both independently and in a team, the ability to act socially responsible and consciously
15.	Module Dependencies (prerequisites, co-requisites, incompatible modules)	1. The educational component is the basis for Strategic Innovation and Agrarian Management
16.	The policy of academic integrity	According to the Code of Academic Integrity of Sumy NAU, academic integrity is a set of principles, rules of conduct of participants in the educational process, aimed at forming an independent and responsible personality, able to solve problems in accordance with the educational level in accordance with law and public morality. Observance of academic integrity by applicants for higher education presupposes independent performance of educational tasks, tasks of current and final control, learning outcomes. It is expected that higher education students will adhere to the principles of academic integrity, aware of the consequences of its violation, as determined by the regulations of Sumy National Agrarian University, in particular the Code of Academic Integrity, Regulations on Prevention and Detection of Academic Plagiarism in Sumy NAU. https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist For violation of academic integrity, applicants for higher education may be held liable for such academic liability, namely: - academic fraud (use of the telephone when writing written works) will lead to re-submission of work; - write-off - from the first warning to the cancellation of work; - plagiarism will lead to the cancellation of works
17	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=5633

2. LEARNING OUTCOMES BY EDUCATIONAL COMPONENT AND THEIR RELATIONSHIP WITH PROGRAM LEARNING OUTCOMES

Learning outcomes for OK: After studying the educational component, the student is expected to be able to...»	Program learning outcomes that the EC aims to achieve (indicate the number according to the numbering given in the EP)		How is RND assessed
	ELO ₄	ELO ₆	
DRN 1. Understand the essence, role and methodological foundations of management, the importance of basic management functions.	X		Performing an analytical and research task
DRN 2. Analyze the history of management development, classical and neoclassical management theories; summarize scientific approaches to management research and synthesize modern scientific concepts of management.		x	Analysis of scientific literature,
DRN 3. Investigate the evolution of economics and knowledge management in combination with modern management science, know approaches to forming a management system, and create a resource concept.		X	Individual task
DRN 4. Understand the guidelines of modern society, practically apply the latest theories and concepts of management, formulate a scientific problem in the field of management.	x		Approbation of research results

ELO 04. Develop and implement scientific and applied projects that provide an opportunity to rethink existing and create new holistic knowledge and/or professional practice in the field of management and administration and solve significant scientific and technological problems in management in compliance with the norms of academic ethics and taking into account social, ethical, economic, environmental and legal aspects.

ELO 06. Plan and carry out scientific and applied research in management and related interdisciplinary areas using modern tools, critically analyze the results of their own research and the results of other researchers in the context of the entire complex of modern knowledge on the problem under study; make proposals for funding research and/or projects.

3. MODULE INDICATIVE CONTENT

Topics	Distribution of hours		Self-directed study	Learning resources
	Directed study			
	Lectures	Practicals		
Topic 1. Conceptual and methodological foundations of management Plan 1. Management as a specific sphere of human activity.	2	2	7	1, 2, 3, 4, 5, 6, 8, 9, 10, 12

2. The system of relations in the organization as a subject of management study. 3. Research methods.				
Topic 2. Genesis of management development 1. Prerequisites for the emergence of management science 2. Classical and neoclassical management theories 3. Existing management paradigms	2		7	1, 2, 3, 4, 5, 6, 8, 9, 10, 11,12
Topic 3 Classical scientific approaches to management 1. Scientific approaches to management: content and development. 2. Integrated approaches to management: process approach, system approach and situational approach. 3. Functional approach		2	7	1, 2, 3, 4, 5, 6, 8, 9, 10, 11,12
Topic 4. Management thought in Ukraine 1. Development of nationally conditioned management thought and formation of management concepts. 2. Professionalization of management in Ukraine. Business education in the context of management professionalization 3. Analysis of the prerequisites for changes in modern management		2	7	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 13
Topic 5 The latest management theories 1. Theory of quality management (TQM). 2. Theory of social responsibility. 3. Theory of chaos in management	2		7	1, 2, 3, 4, 5, 6, 8, 9, 10, 13
Topic 6 The concept of human capital and human development 1. Prerequisites for the development of concepts of human potential and human development 2. Formation of the human potential of a person-worker 3. UNDP concept of human development 4. Latest management methods in the field of personnel management of project-oriented organizations			7	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 13

Topic 7: Concept of business process reengineering, concept of a balanced scorecard 1. Concept of business process reengineering 2. Essence and prerequisites for the development of a balanced scorecard 3. Advantages and disadvantages of implementing a balanced scorecard.	2		7	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 13, 14, 18, 19
Topic 8. Concepts of a perfect enterprise in management theory 1. Concept of an ideal enterprise. 2. Concept of minimalism. 3. Concept of holism. 4. Model of business excellence.	2		7	1, 2, 3, 4, 5, 6, 8, 9, 10, 13, 15
Topic 9 Concept of project-oriented team and agile management 1. Fundamentals of project-oriented team management 2. Traditional and agile methods of organization and project management 3. Agile teams		2	7	1, 2, 3, 4, 5, 6, 8, 9, 10, 11
Topic 10. Concepts of time management, risk management and brand management 1. Concept of time management 2. Concept of risk management 3. Concept of brand management		2	7	7, 8, 9, 10, 22, 23, 24
Всего:	10	10	70	

4.METHODS OF TEACHING AND TEACHING

LOC	Teaching methods (work to be done by the teacher <u>during classes</u> , consultations)	Study methods (what types of educational activities the <u>student</u> must perform <u>independently</u>)
DRN 1. Understand the essence, role and methodological foundations of management, the importance of basic management functions.	<i>Verbal methods: lecture, explanation, educational discussion, survey, analysis of specific production situations, "Active microphone".</i> <i>Visual methods: demonstration and illustration</i> <i>Practical methods: practical work</i> <i>Problem statement,</i>	<i>Problem presentation, Partial search method, Research method, Expert method</i>

DRN 2. Analyze the history of management development, classical and neoclassical management theories; summarize scientific approaches to management research and synthesize modern scientific concepts of management.	<i>Verbal methods: lecture, explanation, educational discussion, survey, analysis of specific production situations, "Active microphone".</i> <i>Visual methods: demonstration and illustration</i> <i>Practical methods: practical work</i> <i>Problem statement,</i>	<i>Problem presentation,</i> <i>Partial search method,</i> <i>Research method,</i> <i>Expert method</i>
DRN 3. Investigate the evolution of economics and knowledge management in combination with modern management science, know approaches to forming a management system, and create a resource concept.	<i>Verbal methods: lecture, explanation, educational discussion, survey, analysis of specific production situations, "Active microphone".</i> <i>Visual methods: demonstration and illustration</i> <i>Practical methods: practical work</i> <i>Problem statement,</i>	<i>Problem presentation,</i> <i>Partial search method,</i> <i>Research method,</i> <i>Expert method</i>
DRN 4. Understand the guidelines of modern society, practically apply the latest theories and concepts of management, formulate a scientific problem in the field of management.	<i>Verbal methods: lecture, explanation, educational discussion, survey, analysis of specific production situations, "Active microphone".</i> <i>Visual methods: demonstration and illustration</i> <i>Practical methods: practical work</i> <i>Problem statement,</i>	<i>Problem presentation,</i> <i>Partial search method,</i> <i>Research method,</i> <i>Expert method</i>

Problem statement involves the teacher creating a problem situation, helping students to identify and "accept" a problem task.

Partial search method (involves students in the search for ways, techniques and means of solving a cognitive task.

The research method is aimed at involving students in independent solving of a cognitive task using the necessary equipment

The following teaching methods will be used during lectures and practical classes:

Explanation. Interpretation of concepts, phenomena, principles, terms, etc., mainly when teaching new material.

Educational discussion. This discussion is an important issue, an exchange of views between higher education seekers and / or teachers, aimed not only at acquiring new knowledge, but also at creating an emotionally rich atmosphere that would contribute to a deep penetration into the truth.

Illustration. Use of presentations and other media content to support material that is being explained, discussed, or tasks being performed.

Demonstration. Demonstration by the teacher of educational materials in dynamics (use of professional programs, formulas, situations, etc.).

Written and oral tests. Self-concentration and reproduction of knowledge and skills in a limited time and information sources.

Problem solving. Algorithmic search for a solution through the use of typical techniques, which, unlike the solution of cases, does not require identification of the problem and original approaches to its solution.

Demonstration and discussion of presentations. Visual display of media coverage of the oral presentation with elements of discussion.

Comparison. With its help establish common and distinctive features of objects and phenomena.

Exercise . In essence, they are repeated repetition of certain actions or activities in order to master them, which is based on understanding and is accompanied by conscious control and adjustment. The following types of exercises are used in the educational process: preparatory (prepare higher education students for the perception of new knowledge and ways to apply it in practice); introductory (promote the assimilation of new material based on the distinction of related concepts and actions); trial (the first tasks for the application of newly acquired knowledge); training (contribute to the formation of skills in standard conditions: by sample, instruction, task); creative (in terms of content and methodology of approach closer to real life situations); control (mainly educational: written, graphic, practical exercises).

Method of analysis. Its essence is to study objects or phenomena by individual features and relationships, in the division into elements, understanding the relationships between them.

5. EVALUATION BY EDUCATIONAL COMPONENT

5.2.1. To assess the expected learning outcomes provided

№	Methods of summative evaluation	Points / Weight in the overall score	Date of compilation
1.	Performing tasks in practical classes	20 points / 20%	During the semester
2.	Performing an analytical and research task (3000 words) Concept of scientific research Comparative analysis of 2 concepts Description of the selected concept SWOT analysis How the selected concept is applied in practical activities Conclusions and suggestions List of sources used	60 points/ 60% 5 points / 5% 10 points / 10 % 10 points / 10% 10 points / 10% 10 points / 10% 10 points / 10% 5 points / 5%	Up to 8 weeks
3.	Presentation of research results at a practical session 15 min Stylized design Conciseness and logic of presentation Adherence to the timing of the report	20 points / 20 % 5 points / 5% 10 points / 10% 5 points / 5%	At 12-14 weeks

5.2.2. Evaluation criteria

Component	Unsatisfactorily	Satisfactorily	Fine	perfectly
Performing an analytical and research task	<10 points	11-20 points	21-40 points	41-60 points
	<i>Task requirements not met</i>	<i>Most requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	<i>All task requirements met</i>	<i>Fulfilled all the requirements of the task, demonstrated creativity, thoughtfulness, offered and reflected own opinion</i>
Completing tasks in practical classes	<6points	7-10 points	11-15points	16- 20 points
	<i>Task requirements not met</i>	<i>Most requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	<i>All task requirements met</i>	<i>Fulfilled all the requirements of the task, demonstrated creativity, thoughtfulness, offered and reflected own opinion</i>
Presentation of research results	<6points	7-10 points	11-15points	16- 20 points
	<i>Task requirements not met</i>	<i>Most requirements are met, but some components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	<i>All requirements of the task are fulfilled</i>	<i>All requirements of the task are fulfilled, creativity, thoughtfulness is shown, own solution of a problem is offered</i>
Total:	< 60 points	60-74	75-89	90-100

5.3. Formative assessment:

To assess current progress in learning and understanding areas for further improvement

<i>Nº</i>	<i>Elements of formative assessment</i>	<i>Date</i>
1.	Oral feedback from the teacher with instructions on assignments in practical classes.	During the semester
2.	Oral feedback from the teacher with instructions on completing the analytical and research task	9-10 weeks
3.	Oral feedback from the instructor with recommendations for presenting research results	At 13 weeks

5. Suggested Reading

6.1. Basic resources

6.1.1 Textbook, manual

1. [James Sagner](#). Management and Organizational Behavior: The Fast Track Series Paperback , 2018. 294 p.
2. Saponaro, Margaret Zarnosky, Evans, G. Edward. Collection Management Basics, 7th Edition, 2019. 250 p.
3. Yukl, Gary A. Leadership in organizations. 8th ed., 528 p. <http://surl.li/inlbl>
4. Educational - methodical materials of the course “Self-management for Lawyers” in the distance learning system MOODLE: <https://cdn.snau.edu.ua/moodle/course/view.php?id=5633>

6.2. Additional resources

7. Gemmy Allen, Warren Plunkett. Management (Meeting and Exceeding Customer Expectations), Wessex Inc., 11th Edition, 2016. 702 p.
8. [James Sagner](#). Management and Organizational Behavior: The Fast Track Series Paperback , 2018. 294 p.
9. Saponaro, Margaret Zarnosky, Evans, G. Edward. Collection Management Basics, 7th Edition, 2019. 250 p.
10. [Keith Ord](#), [Robert Fildes](#), [Nikos Kourentzes](#). Principles of Business Forecasting--2nd ed., Wessex, inc., 2017. 588 p.
11. Gemmy Allen and Warren Plunkett. Management (Meeting and Exceeding Customer Expectations), Wessex Inc., 11th Edition, 2016, 702 p.
12. [James Sagner](#). Management and Organizational Behavior: The Fast Track Series Paperback, 2018. 294 p.
13. [Keith Ord](#), [Robert Fildes](#), [Nikos Kourentzes](#). Principles of Business Forecasting-2nd ed., Wessex, inc., 2017. 588 p.
14. [David S. Bright](#), [Anastasia H. Cortes](#). Principles of Management. Openstax, 2019. 673 p. <https://openstax.org/details/books/principles-management?Book%20details>
15. Susan Quinn. Management Basics. 2010. 75 p. <https://vulms.vu.edu.pk/Courses/MGMT622/Downloads/management-basics.pdf>
16. Mathias Weske: Business Process Management: Concepts, Languages, Architectures 2nd ed., Springer-Verlag Berlin Heidelberg, 2012. 403 p.
17. Oleh Pasko, Tetyana Kharchenko, Oleksandr Kovalenko, Viktoriia Tkachenko and Oleksandr Kuts (2024). Is corporate governance a significant factor in corporate social responsibility disclosure? Insights from China. *Investment Management and Financial Innovations*, 21(1), 63-75. [http://doi:10.21511/imfi.21\(1\).2024.06](http://doi:10.21511/imfi.21(1).2024.06)
18. Tetyana Kharchenko, Inna Sokhan, Volodymyr Shalimov, Nataliia Baistriuchenko and Nataliia Klietsova (2024). Management of social responsibility strategies of multinational corporations in russia during the war against Ukraine. *Problems and Perspectives in Management*, 22(4), 95-107. [http://doi:10.21511/ppm.22\(4\).2024.08](http://doi:10.21511/ppm.22(4).2024.08)

19. Kharchenko T.M. Formation And Management Of Corporate Socially Responsible Policy Of Modern Enterprises. Development of Management In The Conditions Of International Integrational Processes: (**collective monograph**) Edited by N.V. Stoyanets. Warsaw:R.S. Global Sp.z. O.O. 2024. pp. 252-265. (1,5 д.а.)
<https://monographs.rsglobal.pl/index.php/rsgl/catalog/view/68/70/671-1> DOI: 10.31435/rsglobal/060

6.3. Software

1. Use of standard Microsoft packages: Word, Excel, PowerPoint.
2. Multimedia, video and audio playback, projection equipment (video cameras, projectors, screens).
3. Zoom Video Communications, Inc. v. 5.6.1 software – for organising training via video conferencing (if necessary).
4. Moodle distance learning software – for organising distance learning for higher education students (access to teaching materials, communication with teachers, various types of assessment).
5. Web 2.0 software: Google Cloud & Docs – for providing teaching materials, communicating with higher education students, completing and submitting assignments.
6. Massive open online course platforms (Prometheus, Coursera, Diya. Digital Education, etc.) – as a tool for informal education for studying elements of the educational component, allowing students to deepen their knowledge of topics and develop additional digital competencies.
7. Teaching and methodological materials for the "Management" course in the MOODLE distance learning system <https://cdn.snau.edu.ua/moodle/course/view.php?id=5992>

6.4. Information Resources

1. Official website of the Ministry of Economy. URL: <http://www.me.gov.ua>.
2. Official website of the Ministry of Finance. URL: <http://www.minfin.gov.ua>.
3. Official website of the National Bank of Ukraine. URL: <http://www.bank.gov.ua>.
4. Official website of the World Bank. URL: <http://www.worldbank.org.ru>.
5. Official website of the V.I. Vernadsky National Library of Ukraine. URL: <http://www.nbu.gov.ua>
6. Official website of the Internet portal for Ukrainians. URL: <http://www.management.com.ua>
7. Global Responsible Leadership Initiative (GRLI). URL: www.grli.org