

(Project)

Ministry of Education and Science of Ukraine
Sumy National Agrarian University
Faculty of Economics and Management
Department of Management named after Professor L. I. Mykhailova

Working Program (Syllabus) of the Educational Component

OK 14 Management

Status – mandatory

Implemented within the educational program
“Management”

In the specialty
073 Management
at the first (bachelor's) level of higher education

Sumy – 2024

Author:  Phd, Associate professor of Management Kharchenko T. M.
named after L.I. Mykhayilova

Module syllabus agreed at the Department of Management named by Professor L.I. Mykhailova <small>(name of department)</small>	protocol dated 18.06.2024 №17
	Head department  <small>(signature)</small> A.I. Orikhova <small>(surname, initials)</small>

Approved by:

Guarantor of the Academic program  Nataliya STOYANETS

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Title of the Educational Component (EC)	Management			
2.	Faculty / Department	Faculty of Economics and Management / Department of Management named after Professor L. I. Mykhailova			
3.	Status of the Educational Component (EC)	Mandatory			
4.	Program / Specialty (programs) including the EC (to be completed for mandatory ECs)	Educational and Professional Program 'Management' in Specialty 073 Management, 2024.			
5.	The EC may be offered for (to be completed for elective ECs)				
6.	NQF Level	6			
7.	Semester and Duration of Study	Full-time, 5th semester, weeks 1–15 Part-time, 3rd semester			
8.	Number of ECTS Credits	5			
9.	Total Volume of Hours and Their Distribution	Contact Work (Classes)		Independent Work	
		Lectures	Practical/Seminar	Laboratory	
		44/14	30/10	.	76/126
10.	Language of Instruction	State (Ukrainian)			
11.	Instructor/Coordinator of the Educational Component	<i>Coordinator – full-time study – Kharchenko Tetiana Mykolaivna, PhD in Economics, Associate Professor, Associate Professor of the Management Department named after Professor L. I. Mykhailova.</i>			
12.	Contact Information	Zirka-84@ukr.net , mobile phone +380508572050 <i>Consultation Hours – every Tuesday at 12:15</i> Office 303 e			
13.	General Description of the Educational Component	The educational component “Management” is a crucial part of training specialists, capable of being leaders and solving complex tasks in the field of management, ensuring organizational sustainability in a changing business environment, with a thorough understanding of internal processes and external factors influencing organizational development, including the specific features of the agrarian sector. The significance of the course lies in developing in higher education students modern systemic and risk-oriented thinking, acquiring fundamental knowledge in the field of organizational management, and mastering practical professional skills using the latest management tools to achieve established goals in changing conditions.			
14.	Objective of the educational component	To develop in future specialists modern managerial thinking and a system of specialized knowledge in the field of management and administration, and to cultivate an understanding of the conceptual foundations of systemic organizational management; to acquire skills in analyzing internal and external environments and making appropriate managerial decisions.			
15.	Prerequisites for studying the OK and its	1. The educational component serves as the foundation for the OK Personnel Management.			

	connection with other educational components of the OP	
16.	Academic Integrity Policy	<p>Adherence to academic integrity by higher education applicants entails the independent completion of learning assignments, tasks related to ongoing and final assessments, and demonstration of learning outcomes. Completed tasks must constitute original research or reasoning by the students. The absence of references to utilized sources, fabrication of sources, plagiarism, and interference with the work of others are examples of possible academic dishonesty. The detection of signs of academic dishonesty in a student's written work constitutes grounds for its failure, regardless of the extent of plagiarism or deception.</p> <p>Higher education applicants are expected to adhere to the principles of academic integrity, understanding the consequences of its violation, as defined by the regulatory documents of Sumy National Agrarian University, in particular the Code of Academic Integrity and the Regulations on Preventing and Detecting Academic Plagiarism at Sumy NAU (the full list of regulatory documents is available on the University website https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/).</p> <p>For violations of academic integrity, higher education applicants may be subject to the following academic sanctions:</p> <ul style="list-style-type: none"> – academic fraud (using a phone during written assignments) will result in a requirement to retake the assignment; – copying – from the first warning up to annulment of the assignment; – plagiarism will result in the annulment of the assignment.
17.	Link to the course in the Moodle system	https://cdn.snau.edu.ua/moodle/course/view.php?id=2599

2. LEARNING OUTCOMES OF THE EDUCATIONAL COMPONENT AND THEIR CORRELATION WITH PROGRAM LEARNING OUTCOMES

Learning outcomes for the OK: Upon completion of the educational component, the student is expected to be capable of...	Program learning outcomes addressed by the OK (specify the number according to the numbering provided in the OP)				How is the LOEC evaluated
	PLO ₃	PLO ₄	PLO ₆	PLO ₈	
LOEC 1. To understand the essence of the concepts of 'management,' apply research methods in management, and carry out managerial activities in accordance with existing management paradigms; To understand the role of the manager and apply managerial skills in various fields of professional activity, implementing the laws, regularities, and principles of management in professional practice.	x			x	Case study resolution
LOEC 2. To conduct searches, collect and analyze information, identify problems, respond promptly, adapt to changes in the external and internal environment of the enterprise, and make well-founded managerial decisions.		x	x		Individual assignments, Multiple-choice test on the MOODLE platform
LOEC 3. Plan, organize, motivate, control, and regulate enterprise resources; apply management methods; identify existing risks and possess methods to respond to them.				x	Problem solving
LOEC 4. Work in a team and establish interpersonal and collective communication processes in professional communication; utilize managerial information in the practical activities of the organization.			x		Group work
LOEC 5. To select forms of power and influence, management and leadership styles according to the managerial situation, observing ethical principles; to cultivate a positive image and demonstrate social responsibility, enhancing the effectiveness of organizational management.	x			x	Multiple-choice test on the MOODLE platform

PLO₃ - To demonstrate knowledge of management theories, methods, and functions, as well as modern leadership concepts.

PLO₄ - Demonstrate skills in identifying problems and substantiating managerial decisions.

PLO₆ - Demonstrate skills in searching, collecting, analyzing information, and calculating indicators to substantiate managerial decisions.

PLO₈ - Apply management methods to ensure the efficiency of an organization's activities.

3. CONTENT OF THE EDUCATIONAL COMPONENT (SYLLABUS OF THE ACADEMIC DISCIPLINE)

Topic. List of issues to be examined within the topic	Allocation within the overall time budget		Recommended literature	
	Classroom work	Independent Work		
Topic 1. Essence, role, and methodological foundations of management Plan 1. Management as a specific sphere of human activity. 2. The system of relationships within an organization as the subject of management study. 3. Research methods in management.	2/2	2	3/6	1, 2, 3, 4, 5, 6, 8, 9
Topic 2. History of management development. Plan 1. Prerequisites for the emergence of management science. 2. Classical theories of management. and neoclassical theories of management. 3. Features of the formation of the modern management model in Ukraine.	2	/2	4/6	1, 2, 3, 4, 5, 6, 8, 9
Topic 3. Manager's managerial activity Plan 1. Manager in the organization. 2. Essence and main elements of the manager's managerial activity. 3. Characteristics of training managers in a market economy.	2	2	3/6	1, 2, 3, 4, 5, 6, 8, 9, 26,29,31
Topic 4. Organization as an object of management Plan 1. Essence and types of organizations. 2. Internal and external environments of the organization. 3. Adaptation of the Organization to the Market Environment.	2	2/2	5/6	1, 2, 3, 4, 5, 6, 8, 9,26
Topic 5. Laws, Patterns, and Principles of Management. Plan 1. Characteristics of Integrated Approaches to Management. 2. Laws and Patterns in Management. 3. Classification of Management Principles.	2		3/6	1, 2, 3, 4, 5, 6, 8, 10,12
Topic 6. Functions and Methods of Management.	2	2	3/6	1, 2, 3, 4, 5, 6, 8, 9

<p>Plan</p> <ol style="list-style-type: none"> 1. Concept and Classification of Management Functions. 2. Content of General (Basic) Management Functions. 3. Content of specific (specialized) functions. 4. Management Methods. 				
<p>Topic 7. The Management Process</p> <ol style="list-style-type: none"> 1. The Process and Purpose of Management. 2. Classification of Managerial Decisions. 3. Models of Managerial Decision-Making. 4. Technologies of Managerial Decision-Making. 	2	2/2	5/6	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 13, 14, 18, 19
<p>Topic 8. Planning as a General Function of Management</p> <ol style="list-style-type: none"> 1. The Essence and Content of Planning as a Function of Management, Its Types and Their Interrelations. 2. Stages of the planning process. 3. Classification of organizational goals. 	2/2	2	5/6	1, 2, 3, 4, 5, 6, 8, 9, 10, 13, 15
<p>Topic 9. Organizing as a function of management.</p> <p>Plan</p> <ol style="list-style-type: none"> 1. The essence of the organizing function and its role in the management system. 2. Authority, duties, and responsibility. 3. The process of delegating authority and responsibility. 	2/2		4/9	1, 2, 3, 4, 5, 6, 8, 9, 10, 11
<p>Topic 9. Organizing as a function of management.</p> <p>Plan</p> <ol style="list-style-type: none"> 1. Types of organizational structures. 2. Vertical and horizontal coordination and structuring of management. 3. Departmentalization. 	2	2		7, 8, 9, 10, 22, 23, 24
<p>Topic 10. Motivation as a General Function of Management</p> <p>Plan</p> <ol style="list-style-type: none"> 1. Concept and Essence of Motivation. 2. Content and Process Theories of Motivation. 3. Types of Motivation. 	2/2	2	4/6	1, 2, 3, 4, 5, 6, 8, 9, 10, 12
<p>Topic 10. Motivation as a General Function of Management</p> <ol style="list-style-type: none"> 1. Management of Reward and Punishment. 2. Models of Manager's Activity Motivation 3. Development of a Motivation System 	2	/2		1, 2, 3, 4, 5, 6, 8, 9, 10, 12

in the Organization				
Topic 11. Control as a General Function of Management Plan 1. The Concept of Control and Its Role in the Management System. 2. Model of the Control Process. 3. Types of Managerial Control.	2	2	4/7	1, 2, 3, 4, 5, 6, 8, 9, 10, 12, 13
Topic 11. Control as a General Function of Management Plan 1. Principles and Objectives of the Control Function. 2. Stages of the Control Process: Establishing Measurement Standards, Comparing Actual Performance with Standards, Evaluation, and Regulation. 3. Feedback during control.	2/2			1, 2, 3, 4, 5, 6, 8, 9, 10, 12
Topic 12. Regulation as a General Function of Management Plan 1. The Concept of Regulation and Its Place in the Management System. 2. Types of Regulation 3. Stages of the Regulation Process.	2		4/7	1, 2, 3, 4, 5, 6, 8, 9, 10, 12
Topic 13. Risk Management Plan 1. Definition of the Concept of Risk 2. Identification of Risks 3. Methods of Responding to Risks	2	2/2	4/7	1, 2, 3, 4, 5, 6, 8, 9, 14,29
Topic 14. Information and Communications in Management Plan 1. Information, its types, and role in management. Information carriers. 2. Concept and characteristics of communication. 3. Communication process: elements and stages.	2	2	4/7	1, 2, 3, 4, 5, 6, 8, 9, 17
Topic 15. Management of Groups and Teams Plan 1. Types of Groups and Teams in an Organization. 2. Contemporary Models of Managing Formal and Informal Groups. 3. Conflict Management in an Organizat 4. Methods of Enhancing the Work of Groups and Teams.	2		4/7	1, 2, 3, 4, 5, 6, 8, 9, 20, 25
Topic 16. Management and Leadership Plan 1. Concept and General Characteristics of Management.	2/2	2	4/7	1, 2, 3, 4, 5, 6, 8, 9, 10, 12, 26,28

2. Fundamentals of Management: Influence, Leadership, Power. 3. Characteristics and Classification of Management Styles. 4. Theories of Leadership. Typology of Leaders.				
Topic 17. Fundamentals of Responsible Management in the Context of Sustainable Development Plan 1. Concept of Social Responsibility and Sustainable Development. 2. Features of responsibility under conditions of sustainable development.	2	2	4/7	1, 2, 3, 4, 5, 6, 8, 9, 15, 41, 44
Topic 18. Management Ethics and Organizational Image Outline 1. Concept and Types of Management Ethics. 2. Approaches to Forming a Socially Positive Image of the Organization. 3. Codes of Organizational Conduct. 4. Social Projects and Initiatives for Ensuring a Socially Positive Image of the Organization.	2	2	4/7	1, 2, 3, 4, 5, 6, 8, 9
Topic 19. Effectiveness of Management. Plan 1. Types of organizational effectiveness classification: individual, group, overall organizational. 2. Approaches to evaluating management effectiveness in an organization. 3. Directions for enhancing the effectiveness of organizational management.	2/2	2	5/7	1, 2, 3, 4, 5, 6, 8, 9, 10, 12
Total	44/14	30/10	76/126	

4. TEACHING AND LEARNING METHODS

LOEC	Teaching methods(work conducted by the instructor <u>during classroom sessions</u> , consultations)	Teaching methods(types of learning activities the student must perform independently)
LOEC 1. To understand the essence of the concepts of 'management,' apply research methods in management, and carry out managerial activities in accordance with existing management paradigms; To understand the role of the manager and apply managerial skills in various fields of professional activity, implementing the laws, regularities, and principles of management in professional practice.	<i>Verbal methods:</i> lecture, explanation, educational discussion, questioning, Analysis of specific production situations, “Active Microphone.” <i>Visual methods:</i> demonstration and illustration <i>Practical methods:</i> practical work	<i>Problem-based presentation, Partial search method, Research method, Expert method</i>
LOEC 2. To search for, collect, and analyze information; identify problems; respond promptly and adapt to changes in the external and internal environment of the enterprise; and make well-founded managerial decisions.	<i>Verbal methods:</i> lecture, explanation, educational discussion, questioning, Analysis of specific production situations, “Active Microphone.” <i>Visual methods:</i> demonstration and illustration <i>Practical methods:</i> practical work	<i>Problem-based presentation, Partial search method, Research method, Expert method</i>
LOEC 3. Plan, organize, motivate, control, and regulate enterprise resources; apply management methods; identify existing risks and possess methods to respond to them.	<i>Verbal methods:</i> Lecture, case method (situational tasks), heuristic dialogue (a series of lecturer questions guiding students’ thinking and responses), <i>Visual methods:</i> demonstration and illustration <i>Practical methods:</i> practical work	<i>Problem-based presentation, Partial search method, Research method, Expert method</i>
LOEC 4. Work in a team and establish interpersonal and collective communication processes in professional communication; utilize managerial information in the practical activities of the organization.	<i>Verbal methods:</i> Lecture, Buzz groups, Team building, “brainstorming” (collective inquiry aimed at generalizing rules, sets of requirements, or regular processes, phenomena, and arguments of the discussed positions). <i>Visual methods:</i> demonstration and illustration <i>Practical methods:</i> practical work	<i>Problem-based presentation, Partial search method, Research method, Expert method</i>
LOEC 5. To select forms of power and influence, management and leadership styles according to the managerial situation, observing ethical principles; to cultivate a positive image and demonstrate social responsibility, enhancing the effectiveness of organizational management.	<i>Verbal methods:</i> Lecture, heuristic dialogue (a series of teacher’s questions directing students’ thoughts and responses), <i>Visual methods:</i> demonstration and illustration <i>Practical methods:</i> practical work, multiple-choice tests	<i>Problem-based presentation, Partial search method, Research method, Expert method</i>

Problem-based presentation involves the lecturer creating a problematic situation and assisting students in identifying and "accepting" the problem task.

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

Research method is aimed at involving students in independently solving a cognitive task using the necessary equipment.

5. ASSESSMENT FOR THE EDUCATIONAL COMPONENT

5.1. Diagnostic assessment (indicated if necessary)

5.2. Summative assessment

5.2.1. The following are provided to assess the expected learning outcomes

No	Methods of summative assessment	Points / Weight in the overall grade	Date of completion
1.	Resolution of situational tasks (3 cases)	6 points / 6%	Up to the 3rd week
2.	Completion of individual assignment 1: "Internal and external environment of the organization" (preparation, presentation, defense).	14 points / 14%	By week 5
3.	Module 1. Multiple-choice test	15 points / 15%	Week 7
	Total for Module 1	35 points	Week 8
4.	Completion of an individual assignment 2:	10 points / 10%	By week 9
5.	Solving typical problems	5 points / 5%	By week 12
6.	Module 2. Multiple-choice test	15 points / 15%	Week 12
7.	Group work	5 points / 5%	Up to the 13th week
	Total for Module 2	35 points	15th week
8.	Exam – (written response to the examination ticket)	30 points / 30%	According to the approved schedule

5.2.2. Evaluation Criteria

Component	Unsatisfactory	Satisfactory	Good	Excellent
Solving situational tasks <i>1 case – 2 points</i>	<i>0 points</i> Assignment not completed	<i>1–2 points</i> Most requirements are met, but some components are missing or insufficiently developed; the work was submitted late.	<i>3–4 points</i> All assignment requirements are met, but there are certain (minor) remarks from the instructor	<i>5-6 points</i> All assignment requirements are met, demonstrating creativity, thoughtfulness, and proposing an original solution to the problem
Completion of Individual Assignment 1	According to the evaluation criteria for the individual assignment: 0–14 points <ul style="list-style-type: none"> ✓ compliance with the assignment structure – 0–2 points ✓ quality of the assignment content – 0–6 points ✓ presentation of the assignment – 0–2 points ✓ defense of the individual assignment – 0–2 points ✓ response to an additional question – 0–1 point ✓ oral support of the assignment defense by the student with additional material – 0–1 point 			
Module 1. Multiple-choice test.	<i>< 9 points</i>	<i>9 – 10 points</i>	<i>11 – 13 points</i>	<i>14 – 15 points</i>
	Less than 60% correct answers	60 % - 74 % correct answers	75-89 % correct answers	90-100 % correct answers
Completion of an individual assignment 2:	<i>< 5 points</i>	<i>6 – 7 points</i>	<i>8 – 9 points</i>	<i>10 points</i>
	Assignment requirements have been partially fulfilled; the work was submitted late.	Most requirements have been fulfilled, but certain components are missing or insufficiently developed.	All assignment requirements have been fulfilled. There are some minor comments.	All assignment requirements have been met, demonstrating a high level of subject knowledge and creativity; the presentation is of high quality and is accompanied by supplementary materials from the presenter.
Solving standard problems <i>1 problem – 1 point</i>	<i>0 points</i> Assignment not completed	<i>1–2 points</i> Most requirements have been fulfilled, but some components are missing or insufficiently addressed; the assignment was submitted late.	<i>3–4 points</i> All assignment requirements have been fulfilled. There are some minor comments.	<i>5 points</i> All assignment requirements have been met, demonstrating creativity, thoughtfulness, and proposing a problem-solving approach.
Group work	<i>0 points</i>	<i>1–2 points</i>	<i>3–4 points</i>	<i>5 points</i>

	Refusal to work in a team (in the presence of inclusion).	Passive participation.	Participation in work, but a lack of initiative.	Demonstrates all behavioral indicators of the competency 'Working in a team.'
Module 1. Multiple-choice test.	< 9 points	9 – 10 points	11 – 13 points	14 – 15 points
	Less than 60% correct answers	60 % - 74 % correct answers	75-89 % correct answers	90-100 % correct answers
Exam – response to the examination ticket (written) (2 theoretical questions, 1 practical task)	<19 points	19–23 points	24–29 points	30 points
	Incomplete response to 2 theoretical questions.	Most requirements have been met, but certain components are insufficiently developed. Practical task partially completed.	The content of 2 theoretical questions is addressed, and the practical task is completed, but there are some remarks.	Two theoretical issues have been covered, a practical task solved, and an individual problem-solving approach proposed.
Total:	<60 points	60-74	75-89	90-100

5.3. Formative assessment:

For evaluating current learning progress and identifying directions for further improvement, the following is provided:

No	Elements of formative assessment	Date
1.	Solving situational tasks (orally)	Up to the 3rd week
2.	Completion of individual assignment 1: “Internal and external environment of the organization” (preparation, presentation, defense). Oral feedback from the lecturer and assessment	After the presentation in class. By week 5
3.	Self-assessment of the multiple-choice test (Module 1, Module 2)	After testing
4.	Completion of individual assignment 2 (written). Oral feedback from the instructor after assessment	One week after submission of the assignment
5.	Solving typical problems (written). Oral feedback from the instructor	Two weeks after submission of the assignment
6.	Oral feedback from the instructor and assessment by team members	During the completion of practical tasks

5.4 Grading scale (final) – universally adopted by the University:

Total score for all types of academic activities	ECTS grade	Grade according to the national scale	
		for the exam, term project (work), and internship	for credit
90 – 100	A	Excellent	Credited
82-89	B	Good	
75-81	C		
69-74	D	Satisfactory	
60-68	E		
35-59	FX	Unsatisfactory with the possibility of retake	Not credited with the possibility of retake
1-34	F	Unsatisfactory with mandatory repeated study of the course	Not credited with mandatory repeated study of the course

6. EDUCATIONAL RESOURCES (LITERATURE)

6.1. Primary Sources

6.1.1. Textbooks/Manuals

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. [James Sagner](#). Management and Organizational Behavior: The Fast Track Series Paperback, 2018. 294 p.
7. [Keith Ord](#), [Robert Fildes](#), [Nikos Kourentzes](#). Principles of Business Forecasting-2nd ed., Wessex, inc., 2017. 588 p.
8. [David S. Bright](#), [Anastasia H. Cortes](#). Principles of Management. Openstax, 2019. 673 p. <https://openstax.org/details/books/principles-management?Book%20details>
9. Susan Quinn. Management Basics. 2010. 75 p. <https://vulms.vu.edu.pk/Courses/MGMT622/Downloads/management-basics.pdf>
10. Mathias Weske: Business Process Management: Concepts, Languages, Architectures 2nd ed., Springer-Verlag Berlin Heidelberg, 2012. 403 p.
11. Marchenko O. M. Practicum in Management: Study Guide Lviv: Lviv State University of Internal Affairs, 2021. 224 p.
12. Petrunya Yu. Ye., Petrunya V. Yu. Management. Practicum: Study Guide. Dnipro: University of Customs and Finance, 2019. 104 p. Access mode: <https://cutt.ly/JRAvvhI>
13. Shkilnyak M. M., Ovsyanyuk-Berdadina O. F., Krysko Zh. L., Demkiv I. O. Management: Textbook. Ternopil: TNEU, 2022. 258 p.
14. Levitska Ye.V. Management of Enterprises under Crisis Conditions: Textbook. Lviv, 2022. 176 p. (SNAU Library Collection).
15. Biryuchenko S.Yu., Buzhimska K.O., Burachek I.V. Management: Textbook. Zhytomyr: State University "Zhytomyr Polytechnic," 2021. 856 p. Access mode: <http://surl.li/upagy>

6.1.2. Methodological 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, 2019.78 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, 2019. 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, 2019. 68 p.
4. Educational and methodological materials of the course “Management” in the MOODLE distance learning system <https://cdn.snau.edu.ua/moodle/course/view.php?id=2599>

6.2. Additional Sources

1. Management and Administration: in 2 parts. Part 1. History of Management. Theory of Organizations: study guide for students of higher education institutions / edited by O. V. Bayeva, N. I. Novalska. Kyiv: SE “Publishing House “Personal”, 2017. 336 p. Access mode: <https://cutt.ly/jRAfioW>
2. Baeva, O. V. Management and Administration: in 2 parts. Part II. Management: study guide / edited

- by O. V. Baeva, N. I. Novalska. Kyiv: SE "Publishing House "Personnel", 2017. 326 p. Access mode: <https://cutt.ly/JRAdMGz>
3. Yu. Ye. Petrunya, B. V. Litovchenko, T. O. Pasichnyk Decision-Making in Management: textbook. Dnipro: University of Customs and Finance, 2020. 276 p.
 4. N.S. Krasnokutska, O.M. Nashchekina, O.V. Zamula. Management: Textbook. Kharkiv: «Madrid Print House», 2019. 231 p. <http://surl.li/geyit>
 5. V. M. Priymak. Project Management. Case Collection: Study Guide / V. M. Priymak. Kyiv: Taras Shevchenko National University of Kyiv, 2021. 268 p.
 6. Sirenko N.M., Lunkina T.I., Burkovska A.V. Social Responsibility: study guide. Mykolaiv: MNAU, 2021. 216 p.
 7. Tkachenko V.V., Batsenko L.M., Kharchenko T.M. Social Responsibility. Textbook for full-time and part-time students, specialties: 071 «Accounting and Taxation», 072 «Finance, Banking and Insurance», 073 «Management», 075 «Marketing», 076 «Entrepreneurship, Trade and Exchange Activities», 051 «Economics», 281 «Public Management and Administration» Master's degree program. Sumy, 2022. 227 p.
 8. O. S. Borisenko, A. V. Shevchenko, Yu. V. Fisun, O. M. Krapko. Marketing Management: Textbook. Kyiv: NAU, 2022. 204 p.
 9. V. A. Kozlovtseva Communications in Public Administration: Lecture Notes. Odesa, Odesa State Environmental University, 2020. 200 p.
 10. Methodological Guide on Risk Management Aspects as a Component of the Internal Control System for the Budgetary Funds Administrator. Ministry of Finance of Ukraine. Kyiv, 2022. 22 p.
 11. S. I. Strapchuk. Management: Study Guide. Novyi Svit-2000; Kharkiv, 2020. 355 p.
 12. H. Ye. Moshek, V. L. Fedorenko, A. S. Solomko. Management of the Organization. Theory and Practice: Study Guide. XXI Century. Kyiv: Lira-K, 2020. 419 p.
 13. I. O. Netroba. Management. Practicum: Study Guide. Kyiv: Scientific Capital, 2020. 155 p.
 14. O. I. Karyi. Management and Innovation: Theory and Practicum: Study Guide. Lviv: Raster-7, 2020. 297 pp.
 15. V. Pekar. Multicolored Management. Evolution of Thinking, Leadership, and Management. Kharkiv: Folio, 2020. 155 pp.
 16. Bilorus T. V. Management. Practicum: Study Guide. Kyiv: Scientific Capital, 2020. 185 pp.
 17. O. Ye. Kuzmin. Management: Graphical and Tabular Visualization: Study Guide. Lviv: Publishing House of Lviv Polytechnic, 2020. 207 p.
 18. I. O. Samoylenko. Management of Organizations: Textbook. Kharkiv: HAI, 2020. 279 p.
 19. A. S. Polyanska, L. I. Rishchuk, I. B. Halyuk. Management: Learning through Case Technologies and Training: Study Guide. Ivano-Frankivsk: IFNTUNG, 2020. 282 p.
 20. A. A. Grusheva, L. O. Vitrenko. Management [Text]: study guide. Irpin: UDFS, 2020. 308 p.
 21. Yu. Paleha, H. Moshek, I. Mykolaichuk. Fundamentals of Management. Theory and Practice: study guide. Kyiv: Lira-K, 2018. 528 p.
 22. Nazarchuk T. V., Kosiyuk O. M. Management of Organizations: study guide. Kyiv: Center of Educational Literature, 2018. 560 p.
 23. Li Zici Leadership Qualities of Managers: Vectors of Success: Monograph. Kyiv: Center of Educational Literature, 2018. 184 p.
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6.3. Software

1. Use of standard Microsoft packages: Word, Excel, PowerPoint.
2. Multimedia, video, audio playback, and projection equipment (video cameras, projectors, screens).
3. Zoom Video Communications, Inc. software v. 5.6.1 – for organizing education via video communication (if necessary).
4. Moodle distance learning system software – for organizing distance learning of higher education students (access to educational and methodological materials, communication with the instructor, and conducting various types of assessments).
5. Web 2.0 software: Google Cloud & Docs – for the provision of methodological materials, communication with higher education students, as well as the execution and posting of assignments.
6. Massive Open Online Course platforms (Prometheus, Coursera, Diia. Digital Education, etc.) – as tools of non-formal education for studying elements of the educational component, enabling the

deepening of knowledge on topics and the development of additional digital competencies.

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