

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

Working Program (Syllabus) of the Educational Component

EC 22 Self-management

status – compulsory

Implemented within the educational program “Management”
Specialty D3 Management
at the first (bachelor’s) level of higher education

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Reviewed, approved, and adopted at a meeting of the Department of Management named after professor L. I. Mikhailova	Minutes No 15, June 2, 2026
	Head of Department <u>A. Oriekhova</u> A. Oriekhova

Approved by:

Guarantor of the Academic program [Signature] H. CTOPIHCHYB
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Review of the syllabus:

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Information on the revision of the working program (syllabus):

Academic year in which changes are introduced	Appendix number to the working program describing the changes	Changes reviewed and approved		
		Date and protocol number of the Department meeting	Head of the Department	Educational Program Coordinator

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Title of the EC	Self-management		
2.	Faculty/Department	Faculty of Economics and Management / Department of Management named after Professor L. I. Mykhailova		
3.	Status of the EC	Compulsory		
4.	Program/Specialty (programs) comprising the EC (to be completed for compulsory EC)	Educational and Professional Program «Management» in Specialty D3 Management, 2024.		
5.	The EC may be offered for (to be completed for elective EC)			
6.	NQF Level	6		
7.	Semester and duration of study	Full-time, 6th semester, weeks 1–15 Part-time, 3rd semester		
8.	Number of ECTS credits	5		
9.	Total number of hours and their distribution	Contact work (classes)		
		Lectures	Practical/Seminar	Independent work
		46/14	30/14	76/122
10.	Language of instruction	State (Ukrainian)		
11.	Teacher/Coordinator of the educational component	<i>Coordinator – full-time study - Kharchenko Tetiana Mykolaivna, Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Management named after Professor L. I. Mykhailova.</i>		
12.	Contact Information	Zirka-84@ukr.net , mobile phone +380508572050 <i>Consultation Hours</i> – every Tuesday at 12:15, Room 303 e		
13.	General Description of the Educational Component	The educational component 'Self-management' is aimed at developing in students key skills of personal effectiveness, rational time management, goal setting, self-regulation, and stress resilience. The course includes an introduction to the theoretical foundations of self-management, as well as practical work focused on developing individual strategies for managing oneself in a dynamic educational and professional environment. Throughout the learning process, students will acquire tools for planning, time management, delegation, decision-making, and the cultivation of productive habits. Special emphasis is placed on the development of emotional intelligence, mindfulness skills, and the balance between personal life and professional activity. The course also encourages reflection and self-knowledge as essential components of personal development. Through this component, learners will be able to enhance their personal organization, achieve set goals more effectively, and adapt to changes in the contemporary world.		
14.	Purpose of the Educational Component	The purpose of the educational component is to develop in students a system of knowledge, skills, and competencies necessary for the effective management of their own activities, time, resources, and personal development in professional and social spheres; the development of abilities for self-reflection, self-discipline, conscious decision-making, and the achievement of life and professional goals in a changing environment.		

15.	Prerequisites for studying the EC and connection with other educational components of the OP	1. The educational component is based on courses such as Marketing. 2. The educational component serves as the foundation for the EC Project Management.
16.	Academic Integrity Policy	Compliance with academic integrity by higher education applicants presupposes the independent completion of learning tasks, tasks of current and final assessment, and achievement of learning outcomes. Completed assignments must be original research or reflections. Failure to reference used sources, fabrication of sources, plagiarism, and interference in the work of others are examples of possible academic dishonesty. Detection of academic dishonesty in a student's written work is grounds for its rejection, irrespective of the extent of plagiarism or deception. It is expected that higher education applicants will adhere to the principles of academic integrity, fully aware of the consequences of violations as stipulated by the normative documents of Sumy National Agrarian University, in particular the Code of Academic Integrity and the Regulation on Prevention and Detection of Academic Plagiarism at Sumy NAU (the full list of normative documents is available on the university's website https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/). For violations of academic integrity, higher education students may be subject to the following academic penalties, namely: – academic fraud (use of a phone during written assignments) will result in a requirement to retake the assignment; – cheating – from the first warning up to annulment of the assignment; – plagiarism will result in annulment of the assignment.
17.	Keywords	Self-management, time management, business communication, self-motivation, delegation, career, team management, management culture, professional practice,
18.	Link to the course in the Moodle system	https://cdn.snau.edu.ua/moodle/course/view.php?id=4170

2. LEARNING OUTCOMES FOR THE EDUCATIONAL COMPONENT AND THEIR RELATIONSHIP WITH PROGRAM LEARNING OUTCOMES

Learning outcomes of the EC: Upon completion of the educational component, the student is expected to be capable of...	Program learning outcomes targeted by the EC (indicate the number according to the enumeration provided in the educational program)				How is RND assessed?
	PLO ₄	PLO ₇	PLO ₁₄	PLO ₁₆	
LOEC1. To understand the essence and concepts of self-management, its components, and significance in the professional activity of the manager. To know the principles of scientific organization and labor cooperation, and the justification of managerial decisions in time management.	x	x			Multiple-choice test on the MOODLE platform
LOEC2. To plan, organize, and rationalize one's own managerial activities, to use working time efficiently, to organize the workplace, and to apply targeted planning, delegation, coaching, and team-management tools.	x				Individual assignments
LOEC3. To rationalize managerial activities, to master team-management technologies, conflict resolution techniques, to conduct business contacts, and to apply stress-management and resource-management technologies.			x		Solving situational tasks
LOEC4. To possess skills in self-development, self-motivation, and self-control, to plan a professional career, to cultivate the qualities of an effective manager, and to develop managerial potential, to understand the basics of managerial culture.	x			x	Multiple-choice test on the MOODLE platform

PLO₄ - To demonstrate skills in problem identification and justification of managerial decisions.

PLO₇ - Demonstrate skills in organizational design.

PLO₁₄ - Identify causes of stress, adapt oneself and team members to stressful situations, and find ways to neutralize them.

PLO₁₆ - Demonstrate skills in independent work, flexible thinking, openness to new knowledge, and the capacity for critical and self-critical reflection.

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

Topic. List of questions to be addressed within the topic	Allocation within the total time budget		Recommended literature
	Classroom work	Independent work	
Topic 1. Theoretical Foundations of Self-management 1.1 Essence and Components of Self-management 1.2 Modern Scientific Concepts of Self-management 1.3 Criteria for Effective Self-management 1.4 Definition of Personal Value Orientations	2/2	2	3/6 1, 2, 3, 4, 5, 6, 8, 9
Topic 2. The Manager as an Object of Self Governance 2.1 Development of the Manager as a Personality 2.2 Psychological Characteristics of Management Styles 2.3 Authority of the Leader 2.4 Development of the Charismatic Abilities of the Personality 2.5 Leadership as a Form of Self-management	2	/2	4/6 1, 2, 3, 4, 5, 6, 8, 9
Topic 3. The Essence, Principles, and Directions of the Scientific Organization of Labor 3.1 The Essence and Objectives of the Scientific Organization of Labor at the Current Stage 3.2 Fundamental Principles of the Scientific Organization of Labor 3.3 Directions of the Scientific Organization of Labor	2	2	3/6 1, 2, 3, 4, 5, 6, 8, 9, 26, 29, 31
Topic 4. Division and Cooperation of Managerial Labor 4.1 The Essence of the Division and Cooperation of Managerial Labor 4.2 Manager's Dispositional Activity 4.3 Standardization of Managerial Activity	2	2/2	5/6 1, 2, 3, 4, 5, 6, 8, 9, 26
Topic 5. Targeted Planning of the Manager's Work 5.1 Establishing the Manager's Personal Goals 5.2 Targeted Planning of the Manager's Work 5.3 Establishing Priorities	2		3/6 1, 2, 3, 4, 5, 6, 8, 10, 12
Topic 6. Planning, Accounting, and Analysis of the Manager's Working Time 6.1 Fundamentals of Working Time Planning 6.2 Principles and Rules of Working Time Planning 6.3 System of Working Time Planning 6.4 Methods of Working Time Planning 6.5 Accounting and Analysis of the Manager's Working Time	2	2	3/6 1, 2, 3, 4, 5, 6, 8, 9
Topic 7. Organization of the Manager's Workplace	2	2/2	5/6 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 13, 14, 18, 19

7.1 Concept of the Manager's Workplace and Its Organization 7.2 Basic Requirements for Organizing the Manager's Workplace 7.3 Requirements for Planning and Equipping Workplaces 7.4 Work and Rest Regime				
Topic 8. Delegation and Coaching as Methods for Increasing Personnel Performance Efficiency 8.1 The Essence of Delegation and Its Importance in Managerial Activities 8.2 Specifics of Delegation Implementation 8.3 Responsibilities of Managers and Subordinates in Delegation 8.4 Coaching and the Relationship between Delegation and Subordinate Learning	2/2	2	5/6	1, 2, 3, 4, 5, 6, 8, 9, 10, 13, 15
Topic 9. Information Support of the Manager's Activity 9.1 The Significance and Classification of Managerial Information 9.2 The Enterprise Information System and Its Components 9.3 Information Needs of Managers and Requirements for Information 9.4 Organization of Information Support for the Manager	2/2		4/9	1, 2, 3, 4, 5, 6, 8, 9, 10, 11
Topic 10. Documentation in Managerial Activity 10.1 Documents, Their Functions, and Types 10.2 Requirements for Document Preparation and Formatting, Details, and Forms 10.3 Preparation and Formatting of Organizational and Directive Documents 10.4 Documentation Concerning Personnel	2	2		7, 8, 9, 10, 22, 23, 24
Topic 11. Types of Business Communication in Managerial Activity 11.1 Communication as a Socio-Psychological Mechanism of Interaction in Managerial Activity 11.2 Concept and Role of Communications. 11.2 Preparation and Conducting of Business Conversations	2/2	2	4/6	1, 2, 3, 4, 5, 6, 8, 9, 10, 12
Topic 12. Organization and Conducting of Meetings and Assemblies. 12.1 Classification of Business Meetings 12.2 Technology of Preparation and Conducting of Various Types of Meetings 12.3 Effectiveness and Budget of Meetings	2	/2		1, 2, 3, 4, 5, 6, 8, 9, 10, 12
Topic 13. Business Contacts in the Manager's Activity 13.1 Conducting Business Negotiations 13.2 Organization of Reception of Subordinates and Visitors 13.3 Rationalization of Telephone Contacts	2	2	4/7	1, 2, 3, 4, 5, 6, 8, 9, 10, 12, 13
Topic 14. Rationalization of the Manager's Activities	2/2			1, 2, 3, 4, 5, 6, 8, 9, 10, 12

14.1 Fundamentals of Interaction between the Manager and Secretary 14.2 Characteristics of the Secretary's Business and Personal Qualities 14.3 Etiquette of Business Contacts				
Topic 15. Team Management Technologies 15.1 The Concept of a Team within an Organization 15.2 Stages of Team Creation Formation of Team Spirit 15.3 TEEM-Management Methods	2		4/7	1, 2, 3, 4, 5, 6, 8, 9, 10, 12
Topic 16 Conflicts in Managerial Activity 16.1 The Nature and Types of Conflict 16.2 Methods and Techniques of Conflict Resolution 16.3 Strategies and Tactics of Interaction in Conflict Situations	2	2/2	4/7	1, 2, 3, 4, 5, 6, 8, 9, 14, 29
Topic 17 Stress-Management Technologies 17.1 The essence and types of stress in organizations 17.2 Factors provECing the emergence of stressful situations 17.3 Threats and consequences of stress effects; professional burnout syndrome 17.4 Stress management methodologies	2	2	4/7	1, 2, 3, 4, 5, 6, 8, 9, 17
Topic 18. Resource management technologies 18.1 Management of activity and performance resources 18.2 Management of educational resources 18.3 Management of solvency resources 18.4. Resource Management Methodologies	2		4/7	1, 2, 3, 4, 5, 6, 8, 9, 20, 25
Topic 19. Formation of Qualities of an Effective Manager and Development of Managerial Potential 19.1 Formation of the Professional and Business Qualities of a Manager 19.2 Development of Administrative-Organizational, Socio-Psychological, and Moral Qualities of a Manager 19.3 Essence, Types, and Directions of Managerial Potential Development 19.4 The Process of Self-Realization of the Individual in Various Types of Creative Activities 19.5 Characteristics of a manager with a creative approach to performing official duties	2/2	2	4/7	1, 2, 3, 4, 5, 6, 8, 9, 10, 12, 26, 28
Topic 20. Self-motivation and self-control of the manager 20.1 Development of initiative and situational awareness in the manager 20.2 The concept of self-motivation and causes of demotivation 20.3 Habit formation 20.4 Procrastination: types, causes, and methods of overcoming it	2	2	4/7	1, 2, 3, 4, 5, 6, 8, 9, 15, 41, 44

20.5 The role of self-control in the manager's work				
Topic 21. Principles of Business Career Management 21.1 Essence of the Concept, Types, and Factors of Career 21.2 Planning and Implementation of the Manager's Career 21.3 Career Strategy and Tactics 21.4 Implementation of the Manager's Work Activity	2	2	4/7	1, 2, 3, 4, 5, 6, 8, 9
Topic 22. Self-realization and Self-development 22.1 Principles of the Manager's Work Self-organization 22.2 Self-development, Self-education, Self-discipline, and Self-knowledge of the Manager 23.3 Self-organization, self-improvement, and self-realization of the manager	2/2	2	5/7	1, 2, 3, 4, 5, 6, 8, 9, 10, 12
Topic 23. Managerial Culture 23.1 Culture and Art of Management. 23.2 Managerial Ethics and Its Components. 23.3 Organizational Image, Manager's Image.				10,8, 2,3
Total	46/14	30/10	74/126	

4. TEACHING AND LEARNING METHODS

LOEC	Teaching Methods(work to be conducted by the lecturer <u>during classroom sessions</u> , consultations)	Learning methods (types of learning activities the student must perform independently)
LOEC1. To understand the essence and concepts of self-management, its components, and significance in the professional activity of the manager. To know the principles of scientific organization and labor cooperation, and the justification of managerial decisions in time management.	<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 presentation, Partially exploratory method, Research method, Expert method</i>
LOEC2. To plan, organize, and rationalize one's own managerial activities, to use working time efficiently, to organize the workplace, and to apply targeted planning, delegation, coaching, and team-management tools.	<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 presentation, Partially exploratory method, Research method, Expert method</i>
LOEC3. To rationalize managerial activities, to master team-management technologies, conflict resolution techniques, to conduct business contacts, and to apply stress-management and resource-management technologies.	<i>Verbal methods:</i> Lecture, buzz groups, team-building, "brainstorming" (collective research aimed at the general formulation of rules, a set of requirements, or regular processes, phenomena, and argumentation of provisions under consideration). <i>Visual methods:</i> demonstration and illustration <i>Practical methods:</i> practical work	<i>Problem presentation, Partially exploratory method, Research method, Expert method</i>

LOEC4. To possess skills in self-development, self-motivation, and self-control, to plan a professional career, to cultivate the qualities of an effective manager, and to develop managerial potential, to understand the basics of managerial culture.	<i>Verbal methods:</i> Lecture, case method (situational tasks), heuristic conversation (a series of questions from the lecturer guiding students' thoughts and responses), <i>Visual methods:</i> demonstration and illustration <i>Practical methods:</i> practical work	<i>Problem presentation, Partially exploratory method, Research method, Expert method</i>
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5. ASSESSMENT FOR THE EDUCATIONAL COMPONENT

5.1. Diagnostic Assessment (indicated if necessary)

5.2. Summative Assessment

5.2.1. The assessment of expected learning outcomes is provided through

No	Methods of Summative Assessment	Credits / Weight in the overall grade	Date of Completion
1.	Resolution of situational tasks	5 credits / 5%	By the 3rd week
2.	Completion of an individual assignment (presentation with report)	10 credits / 10%	Up to the 6th week
3.	Module 1. Multiple-choice test	20 credits / 20%	7th week
	Total for Module 1	35 credits	8th week
4.	Completion of an individual assignment (presentation with report)	10 credits / 10%	Up to the 10th week
5.	Group work	5 credits / 5%	Up to the 14th week
6.	Module 2. Multiple-choice test	20 credits / 20%	12th week
	Total for Module 2	35 credits	15th week
7.	Examination – (written response to the examination ticket)	30 credits / 30%	According to the approved schedule

5.2.2. Assessment Criteria

Component	Unsatisfactory	Satisfactory	Good	Excellent
Solving situational tasks	0 points Task not completed	1–2 points Most requirements have been met, but some components are missing or insufficiently developed; the work was submitted late.	3–4 points All task requirements have been met, but there are certain (minor) comments from the instructor	5–6 points All task requirements have been met, demonstrating creativity, thoughtfulness, and proposing an original solution to the problem
Completion of Individual Assignment 1	According to the assessment criteria for the individual assignment: 0–10 credits ✓ Compliance with the task structure – 0–2 credits ✓ Quality of the task content – 0–4 credits ✓ Task presentation – 0–2 credits ✓ Defense of individual task – 0–2 credits			
Module 1. Multiple-choice test.	<10 credits Less than 60% correct answers	10–13 credits 60 % - 74 % correct answers	14–15 credits 75-89 % correct answers	16–20 credits 90-100 % correct answers

Completion of Individual Task 2:	<5 credits	6–7 credits	8–9 credits	10 credits
	The task requirements are partially fulfilled; the work was submitted late.	Most requirements have been met, but some components are missing or insufficiently developed.	All assignment requirements have been fulfilled. There are some (minor) remarks.	All assignment requirements have been fulfilled, demonstrating a high level of material comprehension and creativity; the presentation is of high quality and is accompanied by the speaker's additional materials.
Completion of Individual Assignment 2	According to the assessment criteria for the individual assignment: 0–10 credits ✓ Compliance with the task structure – 0–2 credits ✓ Quality of the task content – 0–4 credits ✓ Task presentation – 0–2 credits ✓ Defense of individual task – 0–2 credits			
Group work	0 credits	1–2 points	3–4 credits	5 credits
	Refusal to work in a team (in the absence of inclusion)	Passive participation	Participation in work, however without initiative.	Demonstrates all behavioral indicators of the competency 'teamwork'.
Module 2. Multiple-choice test.	<10 credits	10–13 credits	14–15 credits	16–20 credits
	Less than 60% correct answers	60 % - 74 % correct answers	75-89 % correct answers	90-100 % correct answers
Examination – written response to the examination ticket. (2 theoretical questions, 1 practical)	<19 credits	19-23 credits	24-29 credits	30 credits
	Incomplete response to two theoretical questions.	Most requirements have been met, but certain components are insufficiently developed. Practical task partially completed.	The content of two theoretical questions is disclosed, the practical task is solved, but there are certain remarks.	Two theoretical questions are disclosed, the practical task is solved, and an original solution to the problem is proposed.
Total:	<60 credits	60-74	75-89	90-100

5.3. Formative assessment:

To evaluate current progress in learning and identify directions for further improvement, the following are provided

№	Elements of formative assessment	Date
1.	Resolution of situational tasks	By the 3rd week
2.	Multiple-choice test assessment (Module 1, Module 2)	Weeks 9 and 13
3.	Completion of individual tasks 1 and 2 (presentation with report). Oral feedback from the instructor following the presentation.	According to the practical class schedule, by the end of weeks 8 and 10
4.	Oral feedback from the instructor and evaluation by team members	Up to the 14th week

5.4 Grading scale (final) – universally applied at the university:

Total credits for all types of academic activities	ECTS grade	Grade according to the national scale	
		for the examination, course project (work), or internship	for the 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 retaking	Not credited with the possibility of retaking
1-34	F	Unsatisfactory requiring mandatory re-study of the course	Not credited requiring mandatory re-study of the course

6. EDUCATIONAL RESOURCES (LITERATURE)

6.1. Main Sources

6.1.1. TextboECs/Manuals

1. Kaul, J. (2023). *Developing Self-Management*. BrightPoint Press. <https://www.gale.com/eboECs/9781678204419>
2. Frantz, J., Schopp, L., & Rhoda, A. (Eds.). (2021). *Self-Management in Chronic Illness: Principles, Practice, and Empowerment Strategies for Better Health*. Springer Nature.
3. Clear, J. (2018). *Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones*. Avery. <https://jamesclear.com/atomic-habits>
4. Junaščíková, J. (2023). *Self-regulation of learning in the context of modern technology: A review of empirical studies*. *Interactive Technology and Smart Education*, **21**(2), 270–291. <https://doi.org/10.1108/ITSE-02-2023-0030>
5. Brenner, C. A., & colleagues (2022). *Self-regulated learning, self-determination theory and teacher candidates' development of competency-based teaching practices*. *Smart Learning Environments*. <https://link.springer.com/article/10.1186/s40561-021-00184-5>
6. Saloid S. V., Veduta L. L., Goltsova I. B. **Self-management**: educational-methodical complex / Igor Sikorsky KPI. Kyiv, 2024. 55 p. [Electronic resource]. Access mode: <https://ela.kpi.ua/items/1957ad25-56f6-4ceb-a0c1-550047563b6c>
7. Ratuszniak O. H., Laliuk O. H. **Self-management**: textboEC. Vinnytsia: VNTU, 2024. 92 p. [Electronic resource]. Access mode: <https://ir.lib.vntu.edu.ua/handle/123456789/43556>
8. Shylnikova Z. M. **Self-management**: Educational Manual. SE «Taras Shevchenko National University of Lviv». Starobilsk: Publishing House of the State Institution «Taras Shevchenko LNU.» 2022. 224 p. [Electronic resource]. Access mode: https://document.kdu.edu.ua/info_zab/073_499.pdf

6.1.2. Methodological support

1. Self-management. Lecture Notes for Bachelor degree candidates, specialty D3 (073) Management, full-time and part-time study modes/compiler: Kharchenko T.M. Sumy, 2026, 177 p. (Minutes No. 6 dated January 28, 2026).
2. Self-management. Methodical Guidelines for Practical Work for Bachelor-Level Students of Specialty 073/D 3 'Management' full-time and part-time study modes. Sumy, 2026. 70 pages. (Minutes No. 7 of «26» February 2026).
3. Selfmanagement. Methodological guidelines for independent work tasks for students of the first (bachelor's) level of the specialty 073/D3 «Management» in full-time and part-time forms of study. Sumy, 2026. 40 p. (Minutes No. 7 of «26» February 2026).
4. Educational and methodological materials for the course “Self-management” in the MOODLE distance learning system <https://cdn.snau.edu.ua/moodle/course/view.php?id=4170>

6.2. Additional sources

1. Jeff Sutherland. Scrum. Learn to Do Twice as Much in Less Time. KSD. 2022, 300 p.
2. Richard Templar. Management Rules. KM-BOECS. 2025, 264 p.
3. Henry Mintzberg on the Epidemic of Soulless Management. URL: <http://www.management.com.ua/interview/int587.html> (accessed: 28.05.2020).
4. Global Culture Report 2021. Source. URL: <http://www.management.com.ua/tend/tend1259.html> (accessed: 20.11.2020).
5. Ten Mistakes in Business Planning. URL: <http://www.management.com.ua/notes/10-business-plan-mistakes.html> (accessed: 04.09.2020).
6. Kharchenko T. M., Orekhova A. I., Shestakova A. V. Socio-economic Guidelines in the Management of Enterprise Personnel Development. Ukrainian Journal of Applied Economics and Technology. 2023. Volume 8, No. 3, pp. 265–269. DOI: <https://doi.org/10.36887/2415-8453-2023-3-40>
7. Mohylina L.M., Kharchenko T.M., Kletsova N.V. Key Aspects of Managing the Socio-Economic Development of Enterprise Personnel under Sustainable Development Conditions. Economy and Society. 2023. No. 54. DOI: <https://doi.org/10.32782/2524-0072/2023-54-55>
8. Mao Rong, Kharchenko Tetyana M. Personnel Development Management in the Future Competition of Enterprises. Business Inform, 2023, No. 4, pp. 197–202. <https://doi.org/10.32983/2222-4459-2023-4-197-202>
9. Kharchenko T., Rong M. Talent Motivation as a Method of Socio-Economic Development of Personnel Management. Economy and Society, 2023, No. 52. <https://doi.org/10.32782/2524-0072/2023-52-95>
10. Kharchenko T.M., Mao Rong. Soft Skills in Management Activities. *Modern Management: Trends, Problems and Prospects of Development*: materials of the VII International Scientific-Practical Conference, city Dnipro, April 14, 2021. Dnipro: Alfred Nobel University, 2021. pp. 183–184.

6.3. Software

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