

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ



"ЗАТВЕРДЖУЮ"

Заступник керівника
(проректор з науково-педагогічної роботи)
М. В. Афанасьєв

МЕНЕДЖМЕНТ

робоча програма навчальної дисципліни

Галузь знань	07 Управління та адміністрування
Спеціальність	073 Менеджмент
Освітній рівень	перший (бакалаврський)
Освітня програма	Бізнес-адміністрування

Вид дисципліни
Мова викладання, навчання та оцінювання

базова
англійська

Завідувач кафедри
менеджменту та бізнесу

Т. І. Лепейко

Харків
ХНЕУ ім. С. Кузнеця
2019

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

MANAGEMENT

syllabus of the academic discipline

Subject area	07 Management and administration
Speciality	073 Management
Educational qualification	first (bachelor)
Education program	Business administration

Type of the discipline	normative
Language of teaching, studying and assessment	English

Head of Management and
business department

T. Lepeyko

Kharkiv
S. Kuznets KhNUE
2019

APPROVED

at the meeting of the Management and Business department
Protocol № 1 dated 29.08.2018.

Compiled by:

O. Myronova, PhD, Associate professor of Management and Business department

**Sheet of renewal and re-approval
of the academic discipline syllabus**

Academic year	Date of the department meeting – developer of syllabus of the academic discipline	Protocol number	Sign of Head of the department

1. Introduction

Abstract of the discipline. The new economic system, which is formed in the conditions of transformation the domestic economy into the market, requires specialists in the field of modern management. Society needs people who can reasonably defend their ideas, take initiatives, have leadership qualities, take reasonable risks, and lead others.

The purpose of the discipline is: generating theoretical knowledge and practical skills in the field of general management; formation basic knowledge system of management, methods, mechanisms and tools of system management of the organization.

Academic year	2	
Semester	3	
Number of credits ECTS	5	
Studies in class	lectures	32
	seminar (practical)	32
Independent training		86
Final assessment	exam	

Structural logical scheme of the discipline studying:

Previous disciplines	Next disciplines
Philosophy	Marketing
Business ethics	Planning and organization of an enterprise's activity
Communication and social responsibility	Analytical support of the business management
Macro- and microeconomics	Strategic management
Econometrics	Management of innovations
Economy of enterprise	Technologies of administration and making decisions in business
Informatics	Assessment of business efficiency
	Cross-cultural management
	Human resource management
	Self-management
	Logistics

2. Competencies and results of discipline study:

Competencies	Study results
the ability to determine the functions and place of the manager in the management system	knowledge of information required for the functioning of the management system
the ability to determine the essence of the main stages of the management science evolution	knowledge of the features of each management school and its genesis
the ability to make a substantiated choice of economic and mathematical methods, models for the making effective managerial decisions	knowledge of methodological bases of development and management decisions
the ability to formulate and justify managerial decisions	skills of identifying the business and personal qualities of the performers
the ability to use normative and technical documentation	skills of determining the output (sales) of products, their range (nomenclature) for the medium term
the ability to determine the impact of environmental factors on enterprise performance	knowledge of the types of organizational management structures
the ability to select and implement effective team motivation measures	skills of development an improved personnel motivation system
the ability to determine the operational control of the production and selling the products	skills of execution of agreements with suppliers and consumers, including with foreign ones
the ability to define the essence of basic traditional concepts of leadership	knowledge of the main features of effective leadership, and its conditions
the ability to determine methods for collecting social information (observation, documentation analysis, surveys, testing, sociometry, etc.)	skills of implementation the basic rules for conducting conversations, meetings, presentations
the ability to determine the effectiveness of management	knowledge of basic standard techniques, justification of ways of their economy

3. The syllabus of the academic discipline

Content module 1. Management as a science

Theme 1. The concept and essence of management

Organization as a management object. The concept of "organization". Signs and general features of organizations as management objects. The division of labor in the organization and the need for management. Organization as an open system. External and internal environment of the organization. Basic organizational models and related concepts of organization management.

Evolution of views on the essence of management. Correlation of categories "management", "governance", "administration". An empirical approach to management. Management as a science and art. Management functions. Management cycle. Modern interpretation of the role and nature of management.

Managers in the organization. Features of the manager's activity. Distribution of managerial work. Spheres of management. Levels of management. The role of the manager in the organization according to H. Mintzberg. The qualities that managers need.

Theme 2. Evolution of management

The emergence of management science and the direction of managerial thoughts evolution. Prerequisites for the emergence of management science. Approaches to classification of development directions of management science. General characteristics of the evolution of scientific approaches to managing organizations.

Early management theories. Classical theory of management (school of scientific management and administrative school of management): directions and goals of research, basic achievements, value for modern practice, limits. Neoclassical theory of management (School of Human Relations and School of Organizational Behavior): Orientation of research, contribution to the development of management science, major disadvantages. Quantitative theory of management: basic ideas, contribution to the development of management theory, directions of use of achievements.

Integrated management approaches. Common features of integrated management approaches. Essential characteristics of process, system and situational approaches to management: basic ideas, contribution to the development of management science, practical implementation.

Modern directions of management science development. The tendency of increasing technocratic aspect of management. Orientation to technical and technological innovations. Humanization of management. Globalization of management. Combining the interests of business, society and people.

Content module 2. Functions of management

Theme 3. Planning in organizations

The concept and essence of planning in the management system. The concept of "planning". The place of planning in the management functions. The main elements of the planning system. Stages of the planning process: defining goals, developing a strategy, providing a strategy for a specific form.

Types of plans in the organization. Strategic and operational plans. Short-term and long-term plans. Tasks and guidelines. Situational planning factors.

Goals of management planning. The concept of "goal" in the management and classification of organizational goals. Requirements for properly formulated goals. The traditional goal setting process. Goals Management Concept: essence, milestones, advantages and disadvantages.

Strategic planning in the organization. The concept of "strategy". Elements of strategy. Strategy levels: corporate strategy, business strategy, functional strategy, strategy pyramid. The strategic planning process: defining a firm's mission, external and internal analysis, SWOT-analysis, defining the specific goals of the organization's activities, analyzing strategic alternatives and selecting a strategy. Methods of choosing a corporate strategy. Choosing a business strategy (typical Porter strategies). Functional strategies.

Providing a form-specific strategy. Tactical and operational plans. Programs. Policy. Standard operating procedures. Rules.

Theme 4. Organization as a function of management

The essence of the function of the organization and its place in the management system. The concept of "organization" and "organizational activity". The main components of organizational activity. Organizational structure as a result of organizational activity: degree of complexity, degree of formalization, degree of centralization. The concept of "scheme of organizational structure of management".

Fundamentals of organization theory. General characteristics of the classical theory of organization: universal principles of management by A. Fayol, model of "ideal bureaucracy" by M. Weber. Behavioral approach in organization theory: systems of organization by R. Likert. Situational approach in organization theory: the main results of the study of the impact of technology, organization size, environment and strategy of organizational structure. Current trends in the theory of organization.

Fundamentals of organizational design. Intrinsic characteristic of designing works in an organization. Methods of designing and redesigning work in an organization. Concepts, principles of classification and basic schemes of departmentalization. Delegation of authority: concepts, elements of the delegation process, types of authority (linear, staff, functional). Centralization and decentralization. The range of controls and factors that affect its magnitude. Mechanisms of vertical and horizontal coordination of work and activities in the organization.

Types of organizational management structures. Linear, functional, linear-functional, divisional, matrix organizational structures. Network organizational structures. Advantages and disadvantages of different types of organizational structures. Factors of organizational structure of management formation. Methods of choosing the type of organizational structure.

Managing organizational changes. The essence of organizational change. K. Levin's model of organizational change process. General characteristics of the organizational change process. Reasons for resisting organizational change. Choosing tactics for organizational change.

Theme 5. Motivation

The concept and essence of motivation. Motivation as a factor in ensuring the success of an organization. The concepts of "need", "motivation", "incentives", "stimulating". Internal and external remuneration. The essence of motivation. The content of the main stages and the sequence of their implementation in the model of the motivation process.

Content theories of motivation. The essence of a meaningful approach to the study of motivation. The main provisions of the key theories of the content motivation: the theory of the hierarchy of needs by A. Maslow, the theory of ERG by K. Alderfer, the theory of the acquired needs by D. McClelland, the theory of "motivational hygiene" by F. Herzberg. Method of labor enrichment. Comparative analysis of the content motivation theories.

Process theories of motivation. Concept of process approach to studying motivation. The essential characteristics of the basic process theories of motivation: the theory of the expectations by V. Vrum, the theory of equity by S. Adams, the complex theory of motivation by Porter-Lawler. The practical value of process theories of motivation. Problems of motivation in modern management practice.

Theme 6. Management control

The concept and process of control. The concept "control" and its place in the management system. Stages of the control process: measuring the processes of comparing actual performance with standards, evaluation and response. Model of the control process. Types of management control: feedforward, concurrent, feedback. Comparative characteristics of management control types.

Classification of management control tools. Financial control and its main components. The essence and components of operational control. Control of employee behavior: model, methods of the real performance assessment, direct management control, substitutes for direct management control.

Control efficiency. The main characteristics of an effective control system. Dysfunctional effect of the control system and methods of overcoming it.

Content module 3. General principles of practical application of techniques and methods of management

Theme 7. Fundamentals of management decision theory

Concepts and models of decision making. Broad and narrow understanding of the category "decision making". The place of decision making in the management process. Models of decision theory: classical, behavioral, irrational.

The decision-making process. Intuitive and rational decision-making technology. Stages of rational decision-making technology: diagnosis of the problem, accumulation of information about the problem, creating alternatives, evaluation of alternatives, decision-making. Human and organizational factors in the decision-making process. Individual and group decision making (R. Roskin's model, Vrum-Jetton's model, Vrum-Jago's model).

Methods of creative search for alternatives. Classification of methods of alternative options creative search. Methods of individual creative search of alternatives. Methods of collective creative search of alternatives. Methods to activate creative search of alternative options.

Theme 8. Methods for substantiating managerial decisions

Classification of substantiating methods of managerial decisions. Quantitative and qualitative methods. Possibilities and fields of application the analytical, statistical, game-theoretic methods and methods of mathematical programming.

Tools for substantiating managerial decisions. Quantitative and qualitative methods of forecasting. The essential characteristic of the method "payment matrix". Building a "decision tree" and choosing the best option.

Substantiating decisions under uncertainty. Theoretical and game methods. Criteria for statistical decision theory: pessimism, optimism, coefficient of optimism, Laplace. Methods of game theory. Expert decision-making methods: simple ranking method, weighting method.

Theme 9. Leadership

The concept and nature of leadership. The correlation of the categories "influence", "power", "dependence", "leadership". Classification of power sources in the organization by G. French and B. Raven. Model of K. Gates' sources of power. Leadership as a mechanism for connecting different sources of power. Comparative characteristics of manager and leader.

The trait theory the leadership. The main idea and task of the approach to the study of leadership from the standpoint of traits. The scale of the most important characteristics of the leader according to C. Giselli. Classification of traits of successful managers according to R. Stogdil. The main results of researches of the trait theory of leadership.

Behavioral theories of leadership. The terms "leadership style" and "range of leadership styles". "Theory X" and "Theory Y" by D. McGregor. Autocratic and democratic

management styles. The concept of K. Levin's three management styles. A two-factor leadership model by scientists at Ohio State University (USA). R. Likert's concept of leadership. A model of leadership types by R. Blake and J. Mouton. Conclusions from the research of behavioral theories of leadership.

Contingency theories of leadership. General characteristics of the situational approach to leadership. The continuum of leadership by Tannenbaum-Schmidt. F. Fiedler's situational leadership model. Model of situational leadership by P. Hersi and K. Blanchard. Gaus-Mitchell's path-goal model. The main achievements of the situational approach to the study of leadership.

Modern leadership concepts. Modern approaches to leadership as a combination of traditional and contingency approaches. The concept of attributive leadership. Model of charismatic leadership. The concept of transformative leadership. Interactive and service executives.

Theme 10. Communications in management

The concept and process of communication. The concept of "communication" and its role in the management of the organization. Elements of communication (sender, receiver, message, communication channel, communication effect). Model of the communication process. Content of the main stages of the communication process (formulation of communication concept, coding, transmission of messages by communication channels, decoding, interpretation and evaluation of the message, feedback).

Interpersonal and organizational communications. The concept "between personal" and "organizational" communications. Oral, written and non-verbal communication, their forms, advantages and disadvantages. Formal and informal organizational communications. Types of formal communications: upward, downward, lateral. The role of informal communications in the management system. The concept "communication network". Types of communication networks in groups. Centralized and decentralized communication networks. Model of choosing the type of communication network in a group. Informal communication networks. Open communication and dialogue.

Management of organizational communications. Individual barriers to effective communication. Organizational communication barriers. Ways to overcome barriers to effective communication. Model of communication style choice. Development of individual communication skills.

Theme 11. The effectiveness of management

The effectiveness of the organization. The concept "organizational efficiency". Specific classification of organizational effectiveness: individual, group, general organizational. Features of organizational performance evaluation.

Concepts of determining the effectiveness of management: targeted, systematic, based on the balance of interests, functional and compositional. Criteria for the effectiveness of managing an organization in accordance with these concepts.

Management performance assessments: integral, according to levels and temporal. Criteria for the effectiveness of management activities by different approaches to assessing the effectiveness of management.

Directions for improving the organization's management efficiency.

4. The system of the study results assessment

The system of students' developed competencies assessment includes all types of study activities according to the curriculum of the discipline. There are lectures, seminars, practical lessons, as well as independent training. Assessment of the students' developed competencies is carried out using a 100-point accumulation system. In accordance with the Temporary Regulations "About the Procedure for Assessing the Results of Students'

Learning Based on the Accumulated Bulletin-Rating System" by S. Kuznets KhNEU, control measures include:

current control takes place at lectures and practical lessons (seminars), assessed by the total number of points gained during the semester (the maximal possible number is 60 points, the minimal required number is 35 points);

modular control carried out in the form of an express-tests and written tests as an intermediate mini-exam on the initiative of the teacher, taking into account the current control over the relevant content module and aims to integrate the evaluation of the student's learning outcomes after studying the material from the logically completed part of the discipline - content module;

final control takes place at the end of each semester in the form of an exam (the maximal possible number is 40 points; the minimal required number is 25 points).

The procedure for carrying out the **current assessment** of students' knowledge. Assessment of student's knowledge during seminars, practical lessons and performance of individual training (essay and presentations) is carried out according to the following criteria:

elaboration of lecture material – essence of management study; evolution of management; functions of management; principles and methods in managerial decision making process; leadership and communications in management; managerial effectiveness;

working out and studying of the recommended literature, basic terms and concepts on subjects of discipline;

preparation for practical classes; implementing theoretical knowledge in solving practical situations;

preparation for speaking at seminars;

in-depth study of individual lecture topics or questions;

search (selection) and review of literary sources according to the essay topic;

analytical consideration of the scientific publication;

a student's self-examination test of self-diagnosis questions;

preparation for control work and other forms of current control;

systematization of the studied material in order to prepare for the semester test (written tests).

The general criteria for assessment students' independent training are: the depth of independent work of students with national and foreign special managerial literature, normative acts on state regulation of economy; statistical materials; business cases of real managerial situations.

The **final control** of students' knowledge and competences after discipline study is carried out in the form of exam, the task of which is to check the student's understanding of the program material in general, the logic and interrelations between the individual sections, the ability to use the accumulated knowledge creatively, the ability to formulate their attitude to a particular problem of study discipline, etc.

The exam card covers the discipline syllabus and involves determining the level of knowledge and the degree of competencies mastery by students.

Each exam card consists of 5 practical situations (two stereotyped, two diagnostic and one heuristic task), which provide for the solution of typical professional tasks in the workplace and allow to diagnose the student level of theoretical training and his competence level in the discipline.

The result of an exam is evaluated in points (the maximal possible number is 40 points; the minimal required number is 25 points) and is placed in the corresponding column of the examination "Statement of success accounting".

The student should be considered as certified if the sum of the points collected on the results of the semester assessment is equal to or exceeds 60 points. The minimal required number for the current control during the semester is 35 points and the minimal required

number scored on the exam is 25 points.

The final score in the discipline is calculated on the basis of the points obtained during the exam and the points obtained during the current control using the accumulation system. The total score for the semester is: "60 and more points are counted", "59 and less points are not counted" and entered in the "Statement of success accounting" of the study discipline.

Distribution of points in weeks

Themes of the content module			Lectures	Seminar / practical	Presentation	Express test	Essay	Written test	Total
Content module 1.	Theme 1	week 1	0.5	0.5					1
	Theme 2	week 2	0.5	0.5					1
	Theme 2	week 3	0.5	0.5					1
Content module 2.	Theme 3	week 4	0.5	0.5		3			4
	Theme 3	week 5	0.5	0.5					1
	Theme 4	week 6	0.5	0.5			4		5
	Theme 4	week 7	0.5	0.5				5	6
	Theme 5	week 8	0.5	0.5		3			4
	Theme 5	week 9	0.5	0.5					1
	Theme 6	week 10	0.5	0.5					1
Content module 3.	Theme 7	week 11	0.5	0.5		3			4
	Theme 8	week 12	0.5	0.5				5	6
	Theme 9	week 13	0.5	0.5		3			4
	Theme 10	week 14	0.5	0.5					1
	Theme 10	week 15	0.5	0.5	10				11
	Theme 11	week 16	0.5	0.5		3		5	9
Exam								40	40
Total			8	8	10	15	4	55	100

Evaluation scale

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale
90 – 100	A	excellent
82 – 89	B	good
74 – 81	C	
64 – 73	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory
1 – 34	F	

5. Recommended reading

Main

1. Лепейко Т. І. Менеджмент / Т. І. Лепейко, О. М. Миронова. – Х.: Вид. ХНЕУ, 2010. – 204 с.

Additional

2. Drucker P. F. The Practice of Management / P. F. Drucker. – New York: Harper Business, 2006. – 416 p.

3. Grove A. S. High Output Management / A. S. Grove. – New York: Vintage, 2005. – 272 p.

4. Law J. A Dictionary of Business and Management / J. Law. – London: OUP Oxford, 2009. – 608 p.

Information resources

5. Менеджмент / Management (спец. 073), Миронова О. М. (Myronova O.M.), Баркова К. О., Назаров Н. К. [Electronic resource] / Сайт ПНС. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=3035>.