

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**



МЕНЕДЖМЕНТ
робоча програма навчальної дисципліни

Галузь знань	07 "Управління та адміністрування"
Спеціальність	073 "Менеджмент"
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Статус дисципліни	обов'язкова
Мова викладання, навчання та оцінювання	англійська

Завідувач кафедри
менеджменту та бізнесу

Тетяна ЛЕПЕЙКО

Харків
2022

APPROVED

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

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

Abstract of the educational 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.

"Management" is a compulsory discipline of the educational program "Business Administration" of the first (bachelor's) level of higher education, specialty 073 "Management".

The discipline "Management" considers the theoretical foundations of the managerial activities, evolution of the management approaches and basic managerial functions.

The purpose of the discipline "Management" is formation of students' ideas about management in general, about its role in the system of production activities and ensuring the efficiency of the enterprise.

Tasks of the discipline are: to consider the foundations of the modern managerial science; to analyse the approaches to management that were evolved; to study features and content of the planning as a function of management; to study organization as a social-economic system and as a managerial function; to consider different approaches to the staff motivation; to consider the control process in business organizations.

The subject of the discipline "Management" is theoretical basis and functions of management.

Characteristics of educational discipline

Course	2
Semester	3
Number of credits ECTS	5
Form of final control	Exam

Structural and logical scheme of studying the discipline:

Prerequisites	Postrequisites
Macro- and microeconomics	Management-2
Theory of organization	Analytical support of the business management
Business ethics	Technologies of the decision making in business
	Strategic management

Competences and learning outcomes in the discipline

Competences	Learning outcomes
1	2
GC 3. Ability to abstract thinking, analysis, synthesis	LO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership
GC 9. Ability to learn and master modern knowledge	
SC 4. Ability to determine the functional areas of the organization and the connections between them	
SC 10. Ability to evaluate the work performed, ensure its quality and motivate the organization's personnel	
SC 12. Ability to analyze and structure the problems of the organization, to form reasonable solutions	

1	2
SC 4. Ability to determine the functional areas of the organization and the connections between them	LO 5. Describe the content of the functional areas of the organization
SC 5. Ability to manage the organization and its divisions through the implementation of management functions	
SC 6. Ability to act socially responsibly and consciously	LO 8. Apply management methods to ensure the effectiveness of the organization
SC 7. Ability to choose and use modern management tools	
SC 8. Ability to plan the activities of the organization and manage time	
SC 8. Ability to plan the activities of the organization and manage time	LO 9. Demonstrate skills of interaction, leadership, teamwork
GC 4. Ability to apply knowledge in practical situations	LO 10. Have the skills to justify effective tools to motivate the organization's staff
SC 5. Ability to manage the organization and its divisions through the implementation of management functions	
SC 7. Ability to choose and use modern management tools	
SC 10. Ability to evaluate the work performed, ensure its quality and motivate the organization's personnel	
GC 4. Ability to apply knowledge in practical situations	LO 20. Coordinate aspects of business organizations that contribute to the effectiveness of its work
GC 5. Knowledge and understanding of the subject area and understanding of professional activity	
SC 5. Ability to manage the organization and its divisions through the implementation of management functions	
SC 7. Ability to choose and use modern management tools	

The program of the educational discipline

Content module 1. *Management as a science*

Topic 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.

Topic 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*

Topic 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

Topic 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.

Topic 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

Topic 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.

The list of laboratory classes, as well as questions and tasks for independent work for topics is given in the table «Rating-plan of the educational discipline».

Teaching and instruction methods

The main method of teaching the discipline is an explanatory-illustrative method, which is a tool for studying theoretical material, all lectures are presented in the form of presentations using Microsoft PowerPoint. In the process of teaching the academic discipline "Management" for the implementation of the defined competencies of the educational program and the activation of the

educational process in lecture/practical classes the teaching methods are used: mini-lectures (Topic 1, 3), group work (Topic 4, 5), case technologies (Topic 4), discussion seminars (Topic 1, 2, 5), situational tasks (Topic 3, 4, 6).

During lectures and laboratory classes, the following teaching methods are used: explanatory and illustrative, reproductive, problem-based teaching, partially research-based, research teaching methods.

Assessment system of learning outcomes

Simon Kuznets KhNUE is using a 100-point accumulation system.

Assessment is carried out on the following types of control:

current control – is carried out during the semester during the lectures, practical classes and estimated by the amount of points scored (maximum score – 60 points, minimum score that allows the student to get credit – 35 points);

final/semester control – is conducted in the form of an exam in accordance with the schedule of the educational process (maximum score – 40 points, minimum score that allows the student to pass exam – 25 points).

Current control includes assessment of students' knowledge during lectures, practical classes and performance of competency-oriented tasks, performance and presentation, essays, written tests, express tests is carried out according to the following criteria:

competence-oriented task on the topic – the ability to combine theory with practice when considering situations; logic, structure, style of presentation of the material when performing in the audience, the ability to justify their position (maximum score – 5 points (one competence-oriented task during the semester, total maximum number of points – 5));

presentation – the ability to generalize information and draw conclusions; ability to plan and evaluate certain problematic issues; logic, structuring and validity of conclusions on a specific problem; literacy of the material (maximum score – 5 points (three presentations during the semester, the total maximum number of points – 15));

essay – the ability to generalize information and draw conclusions; ability to conduct critical and independent assessment of certain problematic issues; the ability to explain alternative views and the presence of their own point of view, position on a particular issue; logic, structuring and validity of conclusions on a specific problem; literacy of material submission (maximum score – 5 points (one essay during the semester, the total maximum number of points – 5));

express test – application of analytical approaches; quality and clarity of reasoning; style of presentation of material in written works; independence of work performance; use of methods of comparison, generalization of concepts and phenomena; registration of work (maximum score – 5 points (three express tests during the semester, the total maximum number of points – 15));

written test – degree of assimilation of actual material; logic, structure of material presentation; the presence of their own point of view, position on a particular issue. Ability to substantiate it; quality and clarity of reasoning (maximum score that a student can receive – 10 points (two written tests during the semester, the total maximum number of points – 20)).

The general criteria for assessment non-auditing **independent work** of students are: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge on individual topics, the ability to draw sound conclusions, the possession of categorical apparatus, skills and techniques for performing practical tasks, the ability to find necessary information, to carry out its systematization and processing, self-realization at seminars and practical classes. The results of the independent are checked and evaluated during the classroom current control – oral interviews, presentation reports and written works.

The final score for the current control is defined as the sum of points for the results of student success in the all tasks. The maximal score is 60 points; the minimal score for getting permission for an exam is 35 points.

Final / semester control of students' knowledge and competencies in the discipline is carried out in the form of an exam, the task of which is to check the student's understanding of the program material as a whole, logic and relationships between individual sections, ability to creatively use accumulated knowledge, problems of academic discipline, etc.

The exam consists of: one stereotypical task, one diagnostic task, one heuristic task. The assessment of students' knowledge during exam is carried out according to the following criteria:

stereotypical task (maximum score is 20 points). A score of 2 points is given if the test was answered correctly. A grade of 0 points is given to a student who gave an incorrect answer to the test;

diagnostic task (maximum score is 8 points). A score of 8 points is given for a complete and detailed solution to a practical situation. At the same time, correct conclusions should be made regarding the proposed managerial situation and own recommendations should be formulated to improve ways of overcoming the problem, that is, not only the specific situation should be diagnosed, but also its possible consequences and specific solutions should be proposed to overcome them. The design of the completed task should be neat. A score of 4 points is given for 50% of the practical task; provided that the student demonstrated the ability to diagnose a managerial problem when answering, but was unable to determine its possible consequences and propose possible ways to overcome it;

heuristic task (maximum score is 12 points). A score of 12-11 points is given for the proposed solution to the proposed managerial situation and the corresponding conclusions. At the same time, the decision should be developed and fully commented using graphs or other visual results of situation analysis. The design of the answer should be neat, logical and consistent. An assessment of 10-8 points is given on the condition that all the requirements for the assessment of "12 points" are fulfilled, but in the presence of minor errors (that is, the methodical approach to solving the problem is correct, but inaccuracies were made in the calculations of certain indicators, construction of graphs) or not quite complete conclusions based on the results of solving the task. The design of the completed task should be neat. A grade of 7-5 points is given if 70% of the task is completed, but the student was completely unable to analyze the situation, or there are significant errors in the analysis of the obtained results and no proposed ways to overcome the existing managerial problem at the enterprise. A grade of 4-3 points is given to a student who cannot complete the entire task completely correctly or does not give any comments on the progress of the task. However, at the same time, 50% of the calculations are carried out correctly, and relevant theoretical knowledge is available regarding the essence of the proposed problem. A grade of 2-1 points is given to a student who took the initial steps to solve a financial problem, but could not cope and made significant theoretical and practical errors at the beginning of the analysis.

The final score for the exam is defined as the sum of points for the results of student success in the all tasks. The maximal score for the exam is 40 points, the minimal score for pass exam successfully is 25 points.

During the semester control, the final number of points in the discipline (maximum – 100 points) is defined as the sum of points for the results of student success in the current control and exam.

A student **should be considered certified** if the sum of the points obtained on the basis of the results of the final / semester test of success is equal to or exceeds 60.

The total score in points for the semester is: *«60 or more points are passed»*, *«59 and less points are failed»*, and entered in the *«Statement of learning achievement»* of the academic discipline.

Forms of assessment and distribution of points are given in the table *«Rating-plan of the educational discipline»*.

Rating-plan of the educational discipline

Topic	Forms and types of education	Forms of evaluation	Max points
1	2	3	4
Topic 1	<i>Classroom work</i>		
	Lectures 1 and 2 on the questions: 1. The essence and functions of management 2. Managerial levels 3. Management roles 4. Organization as a system	Active work in the classroom	-
	Seminar-discussion “The concept and essence of management” on the practical classes 1 and 2	Presentation	5
		Active work in the classroom	-
	<i>Individual work</i>		
Studying the lecture material, preparing for the seminar		-	
Topic 2	<i>Classroom work</i>		
	Lectures 3 and 4 on the questions: 1. Historical Background of Management 2. Scientific Management Theory 3. Administrative school of management 4. Behavioral approach to management 5. Quantitative approach 6. Modern approaches.	Active work in the classroom	-
	Seminar-discussion “The history of management” on the practical classes 3 and 4	Presentation	5
		Active work in the classroom	-
	<i>Individual work</i>		
Studying the lecture material, preparing for the seminar			
Topic 3	<i>Classroom work</i>		
	Lectures 5 and 6 on the questions: 1. The essence of planning 2. Classification of plans 3. Constituents of plans and process of planning 4. Planning in the business management	Express test	5
	Practical classes 5 and 6. Calculation of key planned indicators of the enterprise's activity	Active work in the classroom	-
	Practical classes 7 and 8. Plans development for the enterprise (strategic, tactic, operative)	Essay	5
	<i>Individual work</i>		
Studying the lecture material, tasks calculation, preparing the essay on the topic “Effective manager in nowadays”, preparation for express test			

1	2	3	4
	<i>Classroom work</i>		
Topic 4	Lectures 7 and 8 on the questions: 1. What is the organization? 2. Organization as a process 3. Projecting of organizational structure & Division of labor 4. Linear and Headquarters competences 5. Types of organizational structures	Active work in the classroom	-
	Practical classes 9 and 10. Selection and development the management organizational structure	Competence-oriented task	5
	Practical classes 11 and 12. Delegation of responsibilities in the different organizational structures	Written test	10
	<i>Individual work</i>		
	Studying the lecture material, case studies, preparation for written test, the tasks performing		
	<i>Classroom work</i>		
Topic 5	Lectures 9 and 10 on the questions: 1. Main concepts of the motivation sphere 2. Content theories of motivation 3. Process theories of motivation 4. Stimulus as a key point of motivation in business	Active work in the classroom	-
		Express test	5
	Seminar-discussion "The types of motivation" on the practical classes 13 and 14	Active work in the classroom	-
		Presentation	5
	Practical class 15. Assessment of the priority of employee motives	Active work in the classroom	-
<i>Individual work</i>			
	Studying the lecture material, preparing for the seminar, preparation for express test		
	<i>Classroom work</i>		
Topic 6	Lectures 11 and 12 on the questions: 1. The essence of the management control 2. Types of control systems 3. Regulative and normative control	Active work in the classroom	-
		Express test	5
	Practical class 16. Selection of criteria and control indicators at an enterprise	Active work in the classroom	-
	Practical classes 17 and 18. Calculation of organization's performance indicators	Active work in the classroom	-
		Written test	10
<i>Individual work</i>			
	Studying the lecture material, case studies, preparation for written test, the tasks calculations		
Exam			40

Recommended books and resources

Main

1. Principles of Management / Contributing Authors // Open Textbook Library [Electronic resource]. – Access mode: <https://open.umn.edu/opentextbooks/textbooks/principles-of-management-2019>.

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.

5. Tutova A. The definition of «top-manager» and his main function. / A. Tutova // Вісник Східноукраїнського національного університету ім. В. Даля. – 2020. – № 1 (257). – С. 9-11.

6. Tomakh V. V. Enterprise knowledge management process in the conditions of knowledge economy / V. V. Tomakh. // Економічний розвиток і спадщина Семена Кузнеця : матеріали V наук.-практ. конф., 26-27 лист. 2020 р. : тези допов. – Одеса : Видавничий дім «Гельветика», 2020. – С. 158-160.

7. Certo C. S. Modern Management: Concepts and Skills, Global Edition (ABE) / C.S. Certo, S. T. Certo. – Pearson education, 2018. – 576 p.

Information resources

8. Management (spec.073), Myronova O. M., Barkova K. O., Melnyk A. O. // S Kuznets PES website [Electronic resource]. – Access mode: <https://pns.hneu.edu.ua/course/edit.php?id=3035>.

9. Luhova V. Directions to develop managerial competence in managers of different types [Electronic resource] / V. Luhova, D. Serikov, Ya. Liutviieva, V. Kovalova // Management theory and studies for rural business and infrastructure development. - 2021. - Vol. 43(2). – P. 269-275 – Access mode: <https://hdl.handle.net/20.500.12259/144661>.