

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ







ЗАТВЕРДЖЕНО
на засіданні кафедри
менеджменту та бізнесу
Протокол № 1 від 25.08.2023 р.



Каріна НЕМАШКАЛО

САМОМЕНЕДЖМЕНТ

робоча програма навчальної дисципліни (РПНД)

Галузь знань	07 Управління та адміністрування	
Спеціальність	073 Менеджмент	
Освітній рівень	перший (бакалаврський)	
Освітня програма	Бізнес-адміністрування	
Статус дисципліни		вибіркова
Мова викладання, навчання та оцінювання		англійська
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Харків
2023

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

APPROVED
at the meeting of the department
management and business
Protocol № 1 of 25.08.2023 y.



Karina NEMASHKALO

**SELF-MANAGEMENT
Program of the course**

Field of knowledge **07 Management and administration**
Speciality **073 Management**
Study cycle **first (bachelor)**
Study programme **Business Administration**

Cours status **elective**
Language **english**

Developers:
PhD (Economics),
Associate Professor
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2023

INTRODUCTION

The course “Self-management” is aimed at studying the characteristics and features of the system of knowledge and methods for the formation of the development of professional, personal and business qualities of future specialists in the field of management.

In the process of studying, candidates acquire the necessary knowledge during lectures, perform tasks on the practical application of the acquired knowledge. The study of the theoretical provisions of the course “Self-management” requires their consolidation through practical training, and this is a significant part of the course.

The purpose of the course: is to master theoretical knowledge and practical skills in the personal development of the manager; formation of individual characteristics and behavioral skills necessary for the future manager; development of future managers' ability to organize personal work and work of subordinates.

The subject of the course “Self-management” is the laws of formation of the peculiarities of the development of the qualities of a successful leader.

The objectives of the course are to study the essence, basic concepts and categories of management; study of the constituent elements, stages, tools for implementing and ensuring the interrelationships of management functions; study of decision-making processes and methods for justifying management decisions; acquisition of skills to use basic tools for managing an organization.

The tasks of the course are the study of the essence, basic concepts and categories of management; study of constituent elements, stages, implementation tools and provision of interrelationships of management functions; studying the processes of making and methods of justifying management decisions; acquiring the skills to use basic organizational management tools.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO2	GC2
LO3	GC3
	GC4
LO9	SC5
	GC6
	GC8
	GC4
	SC8
LO10	GC11
	SC9
	SC5
	SC10

LO14	GC9
	GC11
	SC10
LO19	GC11
	GC15
	SC15
	SC11

where GC2. Ability to preserve and enhance moral, cultural, scientific values and increase the achievements of society based on an understanding of the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology and technology, to use various types and forms of physical activity for active recreation and healthy lifestyle.

GC3. Ability to think abstractly, analyze, and synthesize.

GC4. Ability to apply knowledge in practical situations.

GC6. Ability to communicate in the state language.

GC8. Ability to use information and communication technologies

GC9. Ability to learn and master modern knowledge.

GC11. Ability to adapt and act in a new situation.

GC15. Ability to act on the basis of ethical considerations (motives).

SC5. Ability to manage the organization and its divisions through the implementation of management functions.

SC8. Ability to plan the organization's activities and manage time.

SC9. Ability to work in a team and establish interpersonal interaction in solving professional problems.

SC10. Ability to evaluate the work performed, ensure its quality and motivate the organization's staff.

SC11. Ability to create and organize effective communications in the management process.

SC15. Ability to develop and demonstrate leadership and behavioral skills.

LO2. To preserve moral, cultural, scientific values and multiply the achievements of society, to use various types and forms of physical activity for a healthy lifestyle.

LO3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO9. Demonstrate interaction, leadership, and teamwork skills.

LO10. Have the skills to justify effective tools for motivating the organization's staff.

LO14. Identify the causes of stress, adapt yourself and team members to a stressful situation, and find ways to neutralize it.

LO19. Demonstrate skills in analyzing and synthesizing information, applying them to analyze and solve problems in various areas of business and management.

COURSE CONTENT

Topic 1. Methodological approaches to self-management.

Modern scientific views on the essence of self-management. Conceptual approach to self-management. Criteria for effective self-management: ability to manage oneself, adequate personal values, clear personal goals, problem-solving skills, innovation, high creative potential, ability to teach and develop the professional qualities of subordinates. Identification of personal values. Key principles for determining personal goals of a manager. Self-development of the manager's personality.

Topic 2. Planning the personal work of a manager.

Targeted planning of the manager's work. Methods of planning the personal activity of the manager. The main stages of perspective and operational planning of the manager's personal work. Distribution and cooperation of management activities. The main types of distribution and cooperation of management activities. Rational distribution of functions between the manager and employees of the management apparatus. Delegation of authority. Methods of standardization of management activities. Features of time as a resource. Time management. Technology of holding meetings and gatherings. Target settings of the speech. Structure and content of the speech. Presentation technique. Classification and main functions of negotiations. Problematic approach to negotiations. Principles of public speaking. Planning a manager's business career. Concept and types of career. Stages of career.

Topic 3. Organizing the activities of the manager.

Content and features of managerial work. Types and classification of management activities. Forms of leadership. Laws of labor organization development. Criteria for optimizing labor processes. The essence, significance and tasks of the scientific organization of labor. Basic principles and directions of scientific organization of the manager's work. Basic requirements for the organization of the manager's workplace. Classification of jobs. Documentation in management and organization of office work at the enterprise. The essence and types of management documents. Types of information: information with open access, confidential information. Information and documentation support of the manager's work.

Topic 4. Self-motivation and self-control of the manager.

Energy, self-control and stress resistance as components of managerial qualities. Development of initiative, energy, ability to manage the situation, stress resistance. Conflicts in the activities of the manager: the essence and types. Methods of overcoming conflict situations. Techniques of manager's behavior in conflict situations. Strategy and tactics of interaction in conflict situations. Behavior of the manager in conflict situations.

Topic 5. Formation of qualities of an effective manager.

Formation of individual management style. Development of the manager as a person. Factors influencing the social environment on the formation of professionally important qualities of the manager. Psychological features of management styles. Formation of professional and business qualities of a manager. Development of socio-psychological qualities of the manager: development of moral qualities of the manager.

Topic 6. Development of managerial capacity.

The essence, types, directions of managerial potential development. Psycho-physiological potential. Intellectual potential of personality. Creative potential of personality.

The list of practical (seminar) classes of the course is given in table 2.

Table 2

The list of practical (seminar) classes

Name of the topic and/or task	Content
Topic 1. Task 1.	Discussion of the range of issues related to the definition of personal values. Key principles of determining the personal goals of the manager. Self-development of the manager's personality.
Topic 2. Task 2.	Discussion of the range of issues related to the life values of the individual. Goal setting: setting long-term goals
Topic 3. Task 3.	Solving the practical task "Timekeeping"
Topic 4. Task 4.	Discussion of the range of issues related to document management at the enterprise
Topic 5. Task 5.	Solving problems with the calculation of "Photos of the manager's working time"
Topic 6. Task 6.	Solving problems in the calculation "Self-photography"

The list of self-studies in the discipline is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1 – 6.	Study of the lecture material, selection and review of literature and the regulatory framework of Ukraine
Topic 1 – 6.	Preparation for practical (seminar) classes
Topic 1 – 6.	Performing educational and research tasks
Topic 1 – 6.	Preparing for express surveys
Topic 1 – 6.	Preparing for written tests
Topic 1 – 6.	Preparing for the exam

The number of hours of lectures, practical (seminar) classes and hours of self-study is given in the technological card for the course.

TEACHING METHODS

In the process of teaching the course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

problematic lectures (topics 1, 4, 5), mini-lectures (topics 2, 3, 6), business games (topics 2, 4), case studies (topics 2-6), individual research work during the essay (topic 3); seminars-discussions and presentations (topics 1, 3, 5).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical, laboratory and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam or grading.

The final grade in the course is determined:

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: seminars in the form of a round table (15 points), assignments on topics (5 points), express surveys (15 points), written tests (20 points), essays (5 points).

Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in the technological card of the course.

An example of an exam card and assessment criteria for the course.

Example of an exam card

Simon Kuznets Kharkiv National University of Economics
First (bachelor's) level of higher education
Specialty "Management"
Study programme "Business Administration"
Course "SELF-MANAGEMENT"

EXAM CARD № 1

Task 1 (test) (24 points)

1 Which of the following characterizes the goal setting function?

- A. Setting priorities
- B. Setting the agenda
- C. Planning the day
- D. Targeted strategies and methods for achieving success

2. Organizing cases by their importance is the implementation of a function:

- A. Implementation and organization
- B. Motivation
- C. Decision-making
- D. Information and communication

3. What are the names of subordinates who, in terms of perception of information coming from the manager, resist action, often argue with the manager without reason, criticize the organization, and do not try to participate in its affairs?

- A. Anti-leaders
- B. Raiders
- C. Resistant
- D. Non-resistant

4. What are the names of employees who perform management functions, analyze information and prepare decision options for managers in accordance with their orders and instructions, technical and technological standards, organizational regulations, and qualification requirements? For example, economists, accountants, human resources, public relations, marketing, and lawyers.

- A. Employees
- B. Managers
- C. Specialists
- D. Subordinates

5. Name the rational limits of the average manager's workload.

- A. 3 ± 1 ;
- B. 7 ± 2 ;
- C. 15 ± 3 ;
- D. 25 ± 1 .

6. Name what is not a cause of time loss in a manager's activities:

- A. Unclear definition of goals and priorities
- B. Poor organization of planning
- C. Disorganization and indiscipline of subordinates

7. What are the functions performed by employees due to their separation as a result of the division and cooperation of labor, the performance of which is associated with the achievement of a certain result in the activities of the organization as a whole? This result reflects the external contacts of the organization (for example, the development of a business plan on the basis of which bank loans will be attracted; the development of a service letter to a supplier)?

- A. Local functions
- B. Through functions
- C. Final functions
- D. Strategic functions

8. What is the term for establishing the measure of labor costs for performing a certain amount of work under given organizational and technical conditions?

- A. Standardization of labor
- B. Normalization of labor
- C. Scientific organization of labor
- D. Labor regulation

9. What is mean by operational time?

- A. Time spent changing the object of labor
- B. The time during which an employee performs the main work
- C. Time spent on a specific production task
- D. The part of the working day during which the employee is engaged in performing the main and auxiliary work

- E. The time of direct work performance

10. What is meant by a workplace?

- A. A part of the production area equipped with technical means in which production activities are carried out
- B. An area of three-dimensional space limited by the reach of the hands

- C. A working area within which an operation is performed
- D. A set of means and objects of labor
- E. Part of the production area

11. What are the standardized elements of working time?

- A. Time lost due to – for violation of labor discipline and organization of the production process
- B. Work time not related to the production task and time of unregulated breaks
- C. Time spent preparing for a work operation and time spent maintaining the workplace – time spent working casually
- D. Downtime due to lack of materials, raw materials, spare parts, electricity
- E. Time for rest and personal needs

12. Workplaces are differentiated by the level of mechanization:

- A. Specialized, universal, manual
- B. Manual, mechanized, automated
- C. Stationary, mobile, manual
- D. Automated, mechanized, manual, stationary, mobile

Task 2 (stereotypical). (4 points)

Distribute the sales manager's tasks according to the ABC analysis

- Customer service;
- Receiving and reading emails;
- Checking the availability of paid goods in the warehouse;
- Making an order to suppliers;
- Discussing the order with suppliers by phone;
- Lunch break;
- Conversation with the seller on a personal topic;
- Receiving a list of paid invoices from the accounting department, familiarizing yourself with them;
- Viewing balances;
- Viewing the types and types of goods of the company.

Task 3 (diagnostic) (12 points)

Determine the cost of an employee's working time. Make a balance of working time. Determine the coefficients of working time utilization, losses of working time of an organizational and technical nature, losses due to violation of labor discipline. Draw up conclusions in the form of a memo. Position of a journalist in a newspaper, working hours from 8.00 to 17.00, lunch break from 13.00 to 14.00

Time consumption	Current time
Arriving at work, checking email	8.00-8.15
Communicating with a colleague on personal topics	8.15-8.35
Write an outline of the article (5 items)	8.35-9.00
Sister called, and we talked about life	9.00-9.15
Start writing the article (wrote paragraph 1 of the plan)	9.15-9.50
Meeting with the manager, fulfillment of the manager's task, urgent	9.50-10.00
Preparation of an urgent document	10.00-10.45
A colleague from the neighboring department came in. We drank tea.	10.45-11.05
Continued work on the article, wrote paragraphs 2 and 3	11.05-13.00
Lunch break	13.00-14.05
The whole department discussed the promotion of the organization's project of the year	14.05-15.10
Wrote paragraph 4 and paragraph 5 of the article	15.10-16.05
Submitted an article for publication	16.05-16.20

Colleagues from the department left the magazine. I read the magazine	16.20-17.05
End of the working day	17.05

Approved at the meeting of Management and Business Department,
Protocol № ___ of « ___ » _____ 20 ___ year.

Examiner

PhD, Associate Prof Olha MAYSTRENKO

Head of Department

Doctor of Economics, prof. Tatyana LEPEYKO

Assessment criteria

The final points for the exam consist of the sum of the points for all tasks, rounded to the nearest whole number according to the rules of mathematics.

The algorithm for solving each task includes separate stages that differ in complexity, labor intensity, and importance for solving the task. Therefore, individual tasks and stages of their solution are evaluated separately from each other in the following way:

Task 1 (test) (24 points)

For each correct answer – 2 points.

Task 2 (stereotypical. (4 points)

2.0 – distribution of manager's cases according to ABC analysis;

2.0 – justify the answer and make conclusions.

Task 3 (diagnostic) (12 points)

3 – determine the cost of the employee's working time;

3 – make a balance of working hours;

3 – determine the coefficients of working time utilization, losses of working time of an organizational and technical nature, and losses due to violation of labor discipline;

3 – draw up a memo.

RECOMMENDED LITERATURE

Main

1. Менеджмент [Електронний ресурс] : навчально-практичний посібник для самостійного вивчення дисципліни у схемах, таблицях, тестах та завданнях / М. В. Афанасьєв, І. Я. Іпполітова, В. В. Ушкальов, І. Г. Муренець; за заг. ред. В. В. Ушкальова. – Харків : ХНЕУ ім. С. Кузнеця, 2021. – 392 с. – Режим доступу : <http://repository.hneu.edu.ua/handle/123456789/26540>

2. Самоменеджмент [Електронний ресурс] : навч. посіб. / С. К. Василик, О. В. Майстренко, К. Р. Немашкало [та ін.] ; Харківський національний економічний університет ім. С. Кузнеця. - Електрон. текстові дан. (1,29 МБ). - Харків : ХНЕУ ім. С. Кузнеця, 2020. - 149 с. : іл. - Загол. з титул. екрану. - Бібліогр.: с. 136-144. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/26376>

Additional

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6. Менеджмент: формування компетентностей на основі тренінгів : навчально-практичний посібник / В. М. Гриньова, М. І. Пасько, К. А. Заславська та ін. – Х. : ХНЕУ ім. С. Кузнеця, 2015. – 172 с. (Укр. мов.) – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/10798>
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11. Vermeer A. Self-management: How it Does Work / A. Vermeer, B. Wenting. – Bohn Stafleu en van Loghum, 2018. – 152 p.

Information resources

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13. Електронний каталог Харківської державної наукової бібліотеки імені В. Г. Короленка. [Електронний ресурс] – Режим доступу: <http://korolenko.kharkov.com>. Веб-сайт з менеджменту. [Електронний ресурс] – Режим доступу: <http://www.management.com.ua/>

14. Інтернет портал для управлінців [Електронний ресурс]. – Режим доступу : <http://www.management.com.ua/>.