

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

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту, логістики та інновацій
Протокол № 2 від 31.08.2023 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО



МЕНЕДЖМЕНТ

робоча програма навчальної дисципліни (РПНД)

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

Статус дисципліни обов'язкова
Мова викладання, навчання та оцінювання англійська


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Харків
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INTRODUCTION

The course "Management" aims to provide higher education students with fundamental knowledge and practical skills in enterprise management. Understanding the theory and practice of management enables individuals to master the art of leading teams, including the ability to utilize laws, principles, and methods of management to ensure the fulfillment of both basic and partial management functions for the effective operation of the enterprise.

The purpose of studying the course "Management" is for students to acquire competencies in modern theoretical foundations of management and practical decision-making skills in managing the activities and development of the enterprise based on the fundamental functions of management.

The task of studying the course include:

mastering the essence, basic concepts, and categories of management;

understanding the evolution of approaches to the formation and implementation of management of economic resources in enterprises.

understanding the content of functions, methods, principles, basic processes, and technologies of management.

acquiring theoretical knowledge and practical competencies in managing economic resources of enterprises, choosing management styles, and making management decisions at all levels and in functional areas.

acquiring practical skills in forming organizational structures for enterprise management, motivating employees, controlling their activities, choosing management styles appropriate to situations arising in enterprises, and resolving conflicts within teams.

The object of the course is the process of enterprise management and its personnel.

The subject of the course is the theoretical concepts and approaches of management in modern enterprises, methodologies, and techniques of personnel management in the process of economic activity.

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
LO3	GC3, GC4, GC5, GC9, SC4, SC5, SC10, SC12
LO4	GC11, SC1, SC10
LO5	SC1
LO7	SC1, SC4
LO8	SC1, SC5, SC7
LO9	SC5, SC15

LO10	GC11, SC4, SC7
LO12	SC7, SC14, SC15
LO14	SC15
LO15	SC15

where, LO3. To demonstrate knowledge of theories, methods and functions of management and modern concepts of leadership.

LO4. To demonstrate skills of identifying problems and justifying managerial decisions.

LO5. To describe the content of functional areas of the organization work.

LO7. To prove organization planning skills.

LO8. To apply management methods to ensure the work effectiveness of the organization.

LO9. To demonstrate interpersonal, leadership and teamwork skills.

LO10. To prove the skills of effective staff motivating techniques usage.

LO12. To assess the legal, social and economic consequences of the organization functioning.

LO14. To identify the causes of stress, adapt yourself and team members to a stressful situation, to find ways for solving it.

LO15. To demonstrate the ability to act socially responsible and consciously on the basis of ethical grounds (motives), to show respect for cultural diversity and individual differences.

GC3. Ability to abstract thinking, analysis, synthesis.

GC4. Ability to apply knowledge in practical situations.

GC5. Knowledge and understanding of the subject area and understanding of professional activity.

GC9. Ability to learn and master modern knowledge.

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

SC1. Ability to identify and describe organizational characteristics.

SC4. The ability to determine the functional areas of the organization and the connections between them.

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

SC7. Ability to choose and use modern management tools.

SC10. The ability to evaluate the work performed, ensure their quality and motivate the organization's personnel.

SC12. The ability to analyze and structure the problems of the organization, to form reasonable solutions.

SC14. Understand the principles of psychology and use them in professional activities.

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

COURSE CONTENT

Content module 1. Theoretical Foundations of Management

Topic 1. Basic stages of management development. Scientific management. Administrative management. Behavioral approach. Human relations approach. Quantitative methods in management. System approach. Process approach. Situational approach.

Topic 2. Modern management paradigm. Factors influencing the modern management paradigm. Differences between traditional and modern management

paradigms. Theoretical basis of the modern management paradigm. Hybrid form of management (theory Z). Total quality management. Coaching.

Topic 3. Management methods. Classification of management methods according to different classification features. Organizational, economic, socio-psychological management methods.

Topic 4. Laws and principles of management. Basic goals and objectives of management. Objective and subjective laws. Laws of inertia, integration, synergy, economy, continuous improvement, and development. Concept of management principles. Principles reflecting management functions, approaches to management activities, general principles.

Topic 5. Management process. Definition and stages of the management process. Properties of the management process. Typology of management processes. Management process model. Elements of the management process and their characteristics. Action, influence, interaction. Types of management decisions. Stages of management decisions.

Content module 2. Practical Foundations and Functions of Management

Topic 6. Enterprise as a management object. Success and effectiveness of enterprise activities. Factors of internal and external enterprise environment. Factors of direct and indirect influence. Main and partial management functions.

Topic 7. Basic management functions. Planning, organizing, motivating, controlling as basic management functions. Features of applying the planning function of enterprise activities. Importance of strategic planning in enterprise activities.

Topic 8. Organizational structures. Concept of delegation of authority. Management norm. Types and types of management structures. Criteria for building management structures. Centralization and decentralization in the construction of organizational structures. Practical recommendations for managers in the process of building and using management structures.

Topic 9. Control. Concept and tasks of the control function. Types of control. Stages of control. Social and behavioral aspects of control. Requirements for forming a control system. Practical recommendations for using control in management.

Topic 10. Motivation. Concept of motivation. Types of needs. Content and procedural theories of motivation. Practical recommendations for managers to motivate employees.

Topic 11. Forms of influence and power. Management style and leadership. Traditional forms of power. Modern forms of power. Theories of power. Law of result. Personal approach to leadership. Behavioral approach. Situational approach to leadership. Practical recommendations for managers in forming a leadership style.

Topic 12. Conflict and stress management. Concept and types of conflicts. Factors causing conflict. Conflict resolution methods: organizational, social. Stress. Stress factors. Methods of stress prevention. Anti-stress behavior.

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

Table 2

The list of practical (seminar) studies

Name of the topic and / or task	Content
Topic 1. Basic stages of management development.	1. Roundtable with presentations by students at each stage of management development.
Topic 2. Modern management paradigm.	1. Discussion on the advantages and disadvantages of traditional and modern management paradigms.
Topic 3. Management methods.	1. Solving tasks using various management methods. 2. Testing.
Topic 4. Laws and principles of management.	1. Discussion on the application of management laws in the development process of enterprises. 2. Testing.
Topic 6. Enterprise as a management object.	1. Solving tasks to determine the performance indicators and effectiveness of enterprise activities. 2. Discussion on identifying the predominant factors influencing the activities of enterprises in various industries in modern conditions.
Topic 7. Basic management functions.	1. Discussion on the peculiarities of using basic management functions in modern conditions. 2. Testing.
Topic 8. Organizational structures.	1. Examination of different types and types of organizational structures of real enterprises. Group work. 2. Testing.
Topic 9. Control.	1. Solving tasks related to product quality control. 2. Discussion on the appropriateness of using control criteria for achieving various goals of enterprise functioning. 3. Testing.
Topic 10. Motivation.	1. Solving tasks related to calculating the volumes of remuneration for employees to motivate their work. 2. Solving situational tasks to determine the valence of rewards.
Topic 11. Forms of influence and power. Management style and leadership.	1. Solving situational tasks on the use of modern and traditional forms of power in production situations of enterprises.
Topic 12. Conflict and stress management.	1. Solving situational tasks related to conflict resolution.

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

List of self-studies

Name of the topic and / or task	Content
Topic 1-12	Search, selection and review of literary sources and information from the Internet on a given topic.
Topic 5	Independent study of the topic and writing a control paper.

Number of hours: lectures - 24 hours, practical classes - 24 hours, self-study hours - 102 hours. They are indicated in the work plan (technological map) of the course.

TEACHING METHODS

In the process of teaching the course to achieve defined learning outcomes and activate the educational process, the following teaching methods are used:

Verbal (lecture (Topic 1-12), lecture-dialogue (Topic 2, 4-6, 9-12)).

Visual (demonstration (presentations Topic 1-12)).

Practical (seminars (Topic 1, 2, 4, 7)), practical (Topic 3, 6, 9, 10), case method (Topic 10, 11, 12).

FORMS AND METHODS OF ASSESSMENT

The university uses a 100-point cumulative assessment system for evaluating the learning outcomes of higher education learners.

Continuous assessment is carried out during lectures, practical classes, aimed at checking the level of preparedness of higher education learners for specific tasks and is evaluated by the sum of the points earned:

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

Summative assessment includes semester control and certification of higher education learners.

Semester control is conducted in the form of an exam.

The final grade for the educational discipline is determined by the sum of points for continuous and summative assessment.

The following control measures are used during the teaching of the educational discipline.

Continuous assessment: competency-oriented tasks (20 points), two presentations (10 points each), four written tests (5 points each).

Semester control: grading including Exam (40 points).

The semester control form is an exam, which is graded from 25 to 40 points: the maximum score for the discipline as a whole is 100 points; the minimum score is 60 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

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS
Specialty 073 Management, semester 3
Study programme “Logistics”
Course “MANAGEMENT”

EXAM TICKET

Theoretical test tasks - 10 tests (with a choice of one correct answer, for which 1 point is awarded). The total maximum score is 10.

Diagnostic task 1 (up to 5 points)

At the enterprise, the cost of the produced products increased by 40% by the end of the year. In natural terms, 10% more products were released than in the previous period. The number of personnel increased by 5%. Determine the changes in labor productivity in natural and value terms.

Diagnostic task 2 (up to 10 points)

The profit of the enterprise is 200 thousand UAH. The production profitability is 20%. Determine the volume of production at the enterprise. Justify the choice of the option. Provide the solution process.

1) 1,25 million UAH; 2) 1,2 million UAH; 3) 1,5 million UAH; 4) 1,3 million UAH

Heuristic task (up to 15 points)

A worker of the 3rd category performs locksmith operations for the production of parts. The source data is provided in the table.

Table 1

Source data

Product	Category	The number of parts produced per month	Standard time for one product, min.	Temporary tariff rate, UAH
A	3	610	6	33,4
B	4	310	23	36,7
C	3	280	10	33,4

The workshop has a unit-premium pay system. A bonus is paid for 100% performance of time standards at a rate of 4%, for each percent exceeding the time standards, a bonus of 1% is paid.

The maximum bonus amount paid is 30%, in addition, the worker is rewarded for handing over the products upon the first presentation:

From 89% to 94% - 5% bonus;

Above 94% - 10% bonus.

For the month, the worker worked 22 working days for 8 hours each, of which the products from the first presentation were handed over for 18 days.

It is necessary to determine:

unit-premium wages for each product and for all manufactured products produced;

bonus size for achieving the targets and the total bonus size;

total worker's wages for the month.

Provide an assessment of the existing incentive system; indicate the shortcomings of the existing wage system at the enterprise and provide suggestions for their elimination.

Approved at the meeting of the department of management, logistics and innovation № ____ dated the «__» _____ 20__y.

Examiner

d.e.s., prof. Olena IASTREMSKA

Head of the department

d.e.s., prof. Olena IASTREMSKA

Evaluation criteria

The examination papers consist of ten theoretical test tasks (with the possibility of choosing one correct answer), two diagnostic tasks, and one heuristic task. Tasks are evaluated according to the scale provided in Table 4.

Table 4

The maximum number of points allowed for each task

Task type	The maximum number of points allowed	The total number of points of each exam task
Theoretical test	1	10
Diagnostic task 1	5	5
Diagnostic task 2	10	10
Heuristic task	15	15
Together		40

The total number of points allocated for a positive evaluation for each task is considered as 100%. The final grade for the exam (test) is determined by adding up the scores obtained for each task (Table 4).

RECOMMENDED LITERATURE

Main

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