

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.

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 **Бізнес-адміністрування**

Статус дисципліни
Мова викладання, навчання та оцінювання

обов'язкова
англійська

Розробники:
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Тетяна ЛЕПЕЙКО

Гарант програми

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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

AGREED

Vice-rector for educational and methodical
work



MANAGEMENT
Program of the course

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

Course status **mandatory**
Language **English**

Developers:

PhD (Economics),
Associate Professor

PhD (Economics),
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2023

INTRODUCTION

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 mandatory course of the study programme "Business Administration" of the first (bachelor's) level of higher education, specialty 073 "Management".

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

The purpose of the course is formation of students' knowledge about management in general, about its role in the system of production activities and ensuring the efficiency of the enterprise.

The tasks of the course "Management" 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 object of the course is laws and principles of management of organizations and their divisions.

The subject of the course is theoretical basis and functions of management.

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	SC1
	SC10
LO5	SC4
	SC5
LO7	SC1
LO8	SC1

	SC5
	SC6
	SC7
	SC8
LO9	SC8
LO10	GC4
	GC11
	SC4
	SC5
	SC7
LO20	SC10
	GC4
	GC5
	SC5
	SC7

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

GC4. Ability to apply knowledge in practical situations;

GC5. Knowledge and understanding of the subject area and understanding of professional activities;

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. Ability to identify the functional areas of the organization and the connections between them;

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

SC6. Ability to act in a socially responsible and conscious manner;

SC7. Ability to select and use modern management tools;

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

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

SC12. Ability to analyze and structure organizational problems, to form reasonable decisions;

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

LO4. Demonstrate skills in identifying problems and justifying management decisions;

LO5. Describe the content of the functional areas of an organization's activities;

LO7. Demonstrate organizational design skills;

LO8. Implement management techniques to ensure the effectiveness of the organization;

LO9. Demonstrate interaction, leadership, and teamwork skills;

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

LO20. Coordinate aspects of business organizations that contribute to the efficiency of its work.

COURSE CONTENT

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 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 Task 1	Discussion of a range of issues related to the essence and concept of management, the definition of the organization's environment and the peculiarities of its functioning in modern conditions of economic development
Topic 2 Task 2	Discussion of a range of questions regarding the evolution of management as a science, definition of modern approaches to management that can be used when managing organizations in today's conditions
Topic 3 Task 3	Solving practical tasks for calculating the labor productivity of workers; determination of the number of different categories of

	employees and the structure of personnel, changes in the volume of production
Topic 4 Task 4	Calculation of key planned indicators of the enterprise's activity. Examination of the internal environment of the organization. Development and analysis of strategic alternatives. Development of tactical and operational plans. Selection and construction of an organizational management structure
Topic 5 Task 5	Discussion of a range of issues regarding the motivation of personnel at the enterprise
Topic 6 Task 6	Solving the tasks of calculating the selection of criteria and indicators of control at the enterprise

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

Table 3

List of self-studies

Name of the topic and/or task	Content
Topics 1-6	Study of lecture material, selection and review of literary sources and regulatory framework of Ukraine
Topics 1-6	Preparation for practical and seminar classes
Topics 1-6	Performance of educational and research tasks
Topic 3	Essay writing
Topics 1-6	Preparation for express tests
Topics 1-6	Preparation for written tests
Topics 1-6	Preparation for exam

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of 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:

Verbal (problem lectures (Topics 1, 4, 5); mini lectures (Topics 2, 3, 6)).

Seminars-discussions and presentations (Topics 1, 2, 5).

Practical (situation tasks (Topic 2–6), individual research activity during the essay writing process (Topic 3), case studies (Topics 2, 4).

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.

The maximum amount for an exam is 40 points. The minimum amount required for passing an exam is 25 points.

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: presentation (round tables) (maximum score –5 points (three presentations during the semester, total maximum number of points – 15 points)); essay (maximum score – 5 points); tasks under the topic (maximum score – 5 points); express tests (maximum score –5 points (three express tests during the semester, total maximum number of points – 15 points)); written tests (maximum score –10 points (two written tests during the semester, total maximum number of points – 20 points)).

Semester control: Grading including Exam (40 points).

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

An example of an exam card and assessment criteria are given below.

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”.

Corse “Management”

EXAM CARD № 1

Task 1 (test). (10 points)

1. Plans of organization from the point of view of duration of planning horizon are divided at:

- a) long term, medium term, short term;
- b) large, medium, small;
- c) strategic, tactical, operational;
- d) long term, tactical, operational.

2. Top managers do not:

- a) motivate their subordinates;
- b) affect the entirety of the firm;
- c) set goals for the organization;
- d) direct the day-to-day activities of the firm.

3. Decisional managerial roles by Henry Mintzberg include:

- a) entrepreneur, disturbance handler, resource allocator, negotiator;
- b) leader, liaison;
- c) monitor, disseminator, spokesperson;
- d) figurehead, disturbance handler, disseminator, leader.

4. Define factors that belong to the internal environment of an organization (select multiple):

- a) suppliers of raw materials;
- b) tax system;
- c) the organizational structure;
- d) the price of raw materials;
- e) flexibility of technology;
- f) the system of motivation.

5. Give what individuals like when they have performed the desired behavior refers to:

- a) positive reinforcement;
- b) negative reinforcement;
- c) positive punishment;
- d) negative punishment.

6. According to equity theory of motivation a person feels himself under-rewarded if he / she believes that (select multiple):

- a) he / she puts more efforts as another, yet receives the same reward;
- b) he / she puts less efforts as another, yet receives the same reward;
- c) he / she puts the same effort as another for a lesser reward;
- d) he / she puts the same effort as another for a higher reward.

7. Staff of a small company is enlisted below. Choose those of them who participates in horizontal division of managerial labor (select multiple):

- a) director;
- b) accountant;
- c) head of sales department;
- d) 2 sales managers;
- e) head of manufacturing department;
- f) 6 workers.

8. Being once developed strategic plan has to be (select multiple):

- a) left unchanged for all the horizon of planning;
- b) revised weekly or monthly;
- c) detailed in tactical plans;
- d) revised in case of significant changes in environment.

9. Planning includes:

- a) determining which goals the organization will specifically achieve and deciding how to achieve these goals;
- b) designing jobs for employees, grouping these jobs together into departments, and developing working relationships among organizational units/departments,
- c) influencing others' activities to achieve goals;
- d) defining performance standards and ensuring organization meets these standards.

10. Stakeholders are:

- a) individuals or organizations who hold a stock (shares) of a company;

- b) parties who can affect or be affected by organization;
- c) suppliers or intermediaries who keep a stock of materials, components or goods necessary for organization;
- d) all answers are wrong.

Task 2 (diagnostic). (6 points)

The labor intensity increased by 7%. The number of staff increased from 580 to 605 people. To calculate changes in labor productivity and output.

Task 3 (diagnostic). (9 points)

Calculate duration of consistent and consistent-parallel types of working objects movement with formulas and draw their graph.

Total number of products, pcs	Transport batch, pcs	Time standards for operations, min. m=6						Number of working places on operations					
		t ₁	t ₂	t ₃	t ₄	t ₅	t ₆	C ₁	C ₂	C ₃	C ₄	C ₅	C ₆
750	50	5	6	3	8	2	1	1	2	1	2	1	1

Task 3 (heuristic). (15 points)

An entrepreneur bought a medium-sized machine-building enterprise that produces sewing machines, refrigerators and agricultural tools. The organizational structure is linear-functional. The manager was tasked with changing the organizational structure.

What organizational structure will ensure the efficiency of the enterprise? Justify the decision. Provide a schematic diagram of the new organizational structure.

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

Examiner

PhD, Associate Professor Olga PERERVA

Head of Department

Doctor of Economics, Professor 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). (10 points)

For each correct answer – 1 point.

Task 2 (diagnostic). (6 points)

5 -6 points are given for complete mastery of the program material and the ability to navigate it, conscious application of knowledge to solve practical situations. When completing the task, the student must

draw the correct conclusions about the proposed production situation and formulate their own recommendation for improving the problem. The design of the completed task should be neat.

3 -4 points are given for complete mastery of the program material and the ability to navigate it, conscious application of knowledge to solve the problem. The design of the completed task should be neat.

2 points are assigned for partial ability to apply theoretical knowledge to solve practical problems, if the task is partially completed; the student's answers demonstrate an understanding of the basic material provisions of the discipline.

1 point are assigned for mastering a significant amount of material, however, if the student performs the task without sufficient understanding of how to use the

0 points are assigned for failure to complete the assignment as a whole.

Task 2 (diagnostic). (9 points)

8 – 9 points are given for complete mastery of the program material and the ability to navigate it, conscious application of knowledge to solve practical situations. When completing the task, the student must draw the correct conclusions about the proposed production situation and formulate their own recommendation for improving the problem. The design of the completed task should be neat.

6 – 7 points are given for complete mastery of the program material and the ability to navigate it, conscious application of knowledge to solve the problem. The design of the completed task should be neat.

4 – 5 points are assigned for partial ability to apply theoretical knowledge to solve practical problems, if the task is partially completed; the student's answers demonstrate an understanding of the basic material provisions of the discipline.

2 – 3 points are assigned for mastering a significant amount of material, however, if the student performs the task without sufficient understanding of how to use the educational material and cannot correctly complete all tasks.

0 – 1 point are assigned for failure to complete the assignment as a whole.

Task 3 (heuristic). (15 points)

14 – 15 points are given for in-depth knowledge of the program material, use of not only recommended but also additional literature and creativity, clear mastery of the concepts, methods, techniques, tools of financial science, the ability to use them to solve specific practical problems, and resolve production situations. When performing a heuristic task, the student must provide a production version of the proposed solution to the situation and draw appropriate conclusions. The wording of questions should be clear, logical and consistent.

12 – 13 points are given for complete mastery of the program material and the ability to navigate it, conscious application of knowledge to solve a heuristic problem if all the requirements are met, minor errors are allowed (i.e., the approach to solving the problem is correct, but there are inaccuracies in the calculation of certain parameters), or not quite complete presentation of the results obtained in solving the problem. The design of the completed task should be neat.

9 – 11 points are assigned for the ability to apply theoretical knowledge to solve a heuristic problem if most of the tasks are completed and the student's answer demonstrates an understanding of the conceptual material of the discipline.

5 – 8 points are assigned for mastering a large amount of material, however, if the student performs a heuristic task without sufficient understanding of the application of educational materials and cannot correctly complete all tasks.

2 – 4 points are given for partial ability to apply theoretical knowledge to solve practical problems, for not mastering a large amount of material, if the student cannot complete the task correctly, and faces many difficulties in analyzing economic phenomena and processes.

0 – 1 point are assigned for failure to complete the assignment as a whole.

RECOMMENDED LITERATURE

Main

1. Менеджмент [Электронный 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>.

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

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

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6. Kanova O. A. Modern approaches to the strategic planning of an economic system development / O. A. Kanova // Сучасні проблеми управління підприємствами: теорія та практика : матеріали міжнар. наук.-практ. конф., Харків – Торунь, 16 квіт. 2021 р. : тези допов.— Днепр: Середняк Т. К., 2021. – Р. 11 – 12. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/25946>.

7. Butenko D. S. Corporate culture as a component of motivational management / Butenko D. S., Nemashkalo K. R. // Ефективна економіка. – 2021. – № 2. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/25944>.

8. Kanova O. Modern approaches to the essence of the concept “economic system” / O. Kanova // Сучасні проблеми управління підприємствами: теорія та практика: матер. міжнар. наук.-практ. конф., м. Харків, 29-30 березня 2018 р. – Х.: Видавець ФОП Мезіна, 2018. – С. 28–29. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/19685>.

9. Blyznyuk T. Profile of modern Ukrainian manager [Electronic document] / T. Blyznyuk, T. Lepeyko // Proceedings Cross-Cultural Business Conference 2016, 19th-20th of May 2016 School of Management, Steyr Campus. – 316 p. – P. 256-266. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/29660>.

10. 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>.