

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

МЕНЕДЖМЕНТ 2
робоча програма навчальної дисципліни (РПНД)

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

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

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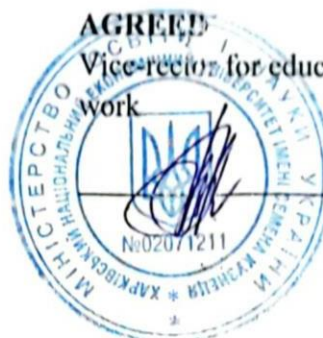
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Харків
2023

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



Karina NEMASHKALO

MANAGEMENT 2
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:

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INTRODUCTION

The course "Management 2" is aimed at studying the peculiarities of the process of management decision-making by managers in enterprises, organizations, institutions, at the analysis of the essence of the communication process during the management of companies, at the essence of the concept of leadership, as well as at the evaluation of the effectiveness of management in organizations.

During the educational process, students acquire the necessary knowledge on lectures, perform tasks related to the practical application of the acquired knowledge. The study of the theoretical provisions of the course "Management 2" requires their consolidation with the help of practical and laboratory classes, and this constitutes a significant part of the discipline.

The purpose of the course is acquisition of skills for solving various management tasks and production situations, as well as in conditions of insufficient information and time.

The object of the course is the process of managing enterprises and their divisions.

The subject of the course "Management 2" is the means of achieving the effectiveness of management activities.

The tasks of the course are:

studying the essence and main types of management decisions;

studying the management decision-making methods at enterprises;

acquisition of communication skills in the management process;

studying the essence and main styles of leadership;

acquiring knowledge regarding the assessment of the effectiveness of management activities.

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	GC4
	GC5
	GC9
	SC4
	SC5
	SC7
	SC12
LO7	SC1
	SC2

LO8	SC6
	SC7
	SC8
LO9	SC5
	SC8
LO10	GC4
	SC5
	SC7
	SC10
LO11	GC8
LO20	GC4
	GC5
	SC5

where GC4. Ability to apply knowledge in practical situations;

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

GC8. Ability to use information and communication technologies;

GC9. Ability to learn and master modern knowledge;

SC1. Ability to identify and describe organizational characteristics;

SC2. Ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment;

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;

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;

LO11. Demonstrate skills in situation analysis and communication in various areas of the organization's activities;

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

COURSE CONTENT

Content module 1. General principles of practical application of techniques and methods of management

Topic 1. Fundamentals of management decision theory

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

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

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

Topic 2. Methods for substantiating managerial decisions

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

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

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

Topic 3. Leadership

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

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

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

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

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

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

Topic 4. Communications in management

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

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

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

Topic 5. The effectiveness of management

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

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

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

Directions for improving the organization's management efficiency.

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

Table 2

The list of practical (seminar) and laboratory studies

Name of the topic and/or task	Content
Topic 1 Task 1	Practical class on the topic: "Identification of factors for making management decisions"
Topic 1 Task 2	Practical class on the topic: "Analysis of possible alternatives for solving problem situations"
Topic 2 Task 3	Practical class on the topic: "Calculating the profitability of alternatives using different models of management decision-making"
Topic 3 Task 4	Laboratory class on the topic: "Selection of criteria for evaluating alternatives to solving problem situations"
Topic 4 Task 5	Laboratory class on the topic: "Choosing the optimal solution and predicting possible results"
Topic 3 Task 6	Practical class (seminar) on the topic: "Management styles in various production situations"
Topic 3 Task 7	Laboratory class on the topic: "Comparative analysis of leadership styles"
Topic 4 Task 8	Practical class (seminar) on the topic: "Using the language of postures, gestures, intonation in management communications"
Topic 4 Task 9	Practical class (seminar) on the topic: "The role of communications in the organization management system"
Topic 4 Task 10	Laboratory class on the topic: "Application of methods of role behavior depending on the production situation"
Topic 5 Task 11	Practical class on the topic: "Choosing criteria for evaluating the effectiveness of management projects"
Topic 5 Task 12	Laboratory class on the topic: "Calculation of the profitability of management decisions"
Topic 5 Task 13	Laboratory class on the topic: "Calculation of performance indicators of the organization's activity"

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 1-5	Study of lecture material, selection and review of literary sources and regulatory framework of Ukraine
Topics 1-5	Preparation for practical, seminar and laboratory classes

Topics 1-5	Performance of the tasks for topics
Topics 3, 4	Presentation preparation
Topics 1-5	Preparation for express tests
Topics 1-5	Preparation for written tests
Topics 1-5	Preparation for exam

The number of hours of lectures, practical (seminar) and laboratory 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: lectures-discussions (topics 1-5), work in groups (topics 1, 2, 3), business games (topics 2, 4, 5), situational tasks (topics 2-5), seminars-discussions and presentations (topics 3, 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: presentations on the seminars (maximum score – 8 points (two presentations during the semester, total maximum number of points – 16 points)); tasks for topics (maximum score – 5 points (two tasks during the semester, total maximum number of points – 10 points)); express tests (maximum score – 5 points (two express tests during the semester, total maximum number of points – 10 points)); written tests (maximum score – 12 points (two written tests during the semester, total maximum number of points – 24 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".

Course "Management 2"

EXAM CARD № 1

Task 1 (test). (10 points)

1. The main advantage of analytical decision making over the intuitional one is that:

- a) more options (alternatives) are considered;
- b) decision is made faster;
- c) analytical methods help to compare options and justify optimal decision;
- d) sophisticated decision making skills are not required.

2. What style of leadership is characterized by very low freedom of subordinates in decision making:

- a) democratic style;
- b) liberal style;
- c) autocratic style;
- d) rough style?

3. Decision-making process begins with:

- a) developing the mission statement of a company;
- b) setting managerial objectives;
- c) identification of the problem;
- d) identification of the person responsible for the acceptance of decisions;
- e) identification of functional areas covered by the decision.

4. Middle managers may communicate:

- a) upward;
- b) backward;
- c) both variants are correct;
- d) all variants are wrong.

5. Leadership is:

- a) right to decide, direct and coordinate followers toward the common goal;
- b) managerial position in the company;
- c) ability to secure desirable actions from a group or followers voluntarily without the use of coercion;
- d) any behavior of one individual, which makes changes to the behavior, attitudes, feelings, etc. of another individual.

6. The area of corporate management aimed on securing interests of owners by overseeing management of an organization is called:

- a) top-management;

- b) governance;
- c) management;
- d) control.

7. H. Simon stated that in real practice of decision making managers (select multiple):

- a) are able to consider all the main factors of environment affecting the problem;
- b) seek to choose the optimal decision (maximize the benefits and minimize losses of their choice);
- c) seek to find satisfactory decision;
- d) are able to anticipate all the main consequences of decision.

8. 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.

9. The main characteristics of the organization as an open system is:

- a) sharing resources with the external environment;
- b) strong leadership;
- c) the ability to adapt business practices to the changing external environment;
- d) the correct selection of personnel;
- e) willingness to reconsider its mission.

10. Which inputs are required for an automotive company (select multiple):

- a) information about customers' tastes;
- b) car engines;
- c) finished cars;
- d) labor force;
- e) pollutions?

Task 2 (diagnostic). (12 points)

The firm has profit 4,5 million UAH. Company management considers to use these funds to increase the develop the company. There are several uses of funds:

1. invest money in the bank for a year at 24% per year;
2. to invest in the growth of the company (profit will be 7% per year, the probability of profit 81%), and with a probability of 9% can be loss 7% of the invested capital.
3. use the funds to strengthen and develop its own production. The company produces two types of products (A and B). Output of product A is 16 mln. UAH, items B - 24 mln. UAH. Total cost of product A is 11 mln. UAH, total cost of product B - 17 mln. UAH. Company management supposes to use funds to the modernization of production and improving product quality. Such events would increase the price of product A by 4%, the product B by 4,5%. The output in physical term have not changed.

To define the most appropriate way of investment.

Task 3 (heuristic). (18 points)

The company produces 5000 computers per month. To counter competitors Top managers must make a choice from the following options:

1. A. reduce the price by 10%, which would reduce the return on each computer from 1300 to 1200 USD.
2. increase advertising to increase sales network of the organization. Advertising costs per unit will increase from 100 to 150 USD, and marketing costs per unit – from 250 to 320 USD.

Task: identify the factors and criteria for decision making, establish a list of alternatives, to build a decision tree and take one (the best) decision.

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

Examiner PhD, Associate Professor Olga MYRONOVA

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). (12 points)

- 3 – determination of the company's profit according to the first alternative;
- 3 – determination of the company's profit according to the second alternative;
- 3 – determination of the company's profit according to the third alternative;
- 3 - conclusion and justification of the management decision.

Task 3 (heuristic). (18 points)

- 2 – determination of the task solution algorithm;
- 2 – calculation of indicators according to the first alternative;
- 2 – calculation of indicators according to the second alternative;
- 3 – determination of decision-making factors and criteria;
- 2 – making a list of alternatives;
- 5 – building a decision tree and carry out appropriate calculations;
- 2 – drawing a conclusion.

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. -

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

Additional

5. Blyznyuk T. Leadership development in cross-cultural environment // Т. Blyznyuk, Т. Lepeyko // Proceedings Cross-Cultural Business Conference 2021. – Steyr, Austria, 2021. – P. 199-204. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/27783>

6. Blyznyuk T. Leadership types: cross-cultural aspects / Т. Blyznyuk // Приазовський економічний вісник. – 2022. – № 1 (30). – С. 40-43. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/27652>

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. Arefiev S. Prospects of leadership style formation regarding generation Z / S. Arefiev, K. Nemashkalo // Український журнал прикладної економіки та техніки. - 2023. – Т. 8. - № 3. – С. 131-136. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/30665>

9. Blyznyuk T. Profile of modern Ukrainian manager [Electronic document] / Т. Blyznyuk, Т. 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>