



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

**APPROVED**

at the meeting of department  
management, business  
and administration  
Protocol № 1 of 02.09.2024



Vice-rector for educational and methodical work

Karina NEMASHKALO

**MANAGEMENT**

**Program of the course**

Field of knowledge	<b>07 Management and administration</b>
Specialty	<b>075 Marketing</b>
Study cycle	<b>first (bachelor)</b>
Study programme	<b>Marketing</b>

Course status  
Language

**mandatory**  
**english**

Developers:  
Cand. Sc. (Economic),  
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## INTRODUCTION

The course "Management" is aimed at studying the characteristics and peculiarities of the management process in enterprises, organizations, and institutions, analyzing the essence of the management process, and utilizing effective management tools to ensure the functioning of management systems.

During the learning process, students acquire the necessary knowledge through lectures and complete tasks that involve the practical application of the acquired knowledge. The study of the theoretical provisions of the "Management" course requires reinforcement through practical activities, which constitute a significant portion of the course.

The objective of the course is to develop a system of fundamental knowledge in management, methods, mechanisms, and tools for the systematic management of an organization.

The subject of the "Management" course is the regularities in the formation and functioning of an organization's management system.

The tasks of the course are as follows: to study the essence, main concepts, and categories of management; to explore the components, stages, tools for implementing and ensuring the interconnections of management functions; to study decision-making processes and methods for substantiating managerial decisions; to acquire skills in using basic tools for managing an organization.

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

Table 1

**Learning outcomes and competences formed by the course**

<b>Learning outcomes</b>	<b>Competencies</b>
LO1	GC6
LO5	GC6, SC12, SC14
LO6	GC3, GC7, SC4, SC5, SC7, SC14
LO7	SC10
LO8	SC1, SC9
LO9	GC6, SC13
LO11	GC6, SC8, SC14
LO14	SC4
LO16	SC4, SC5, SC14

where, GC3. Ability to abstract thinking, analysis, synthesis.

GC6. Knowledge and understanding of the subject area and understanding of professional activities.

GC7. Ability to apply knowledge in practical situations.

SC1. Ability to logically and consistently reproduce acquired knowledge in the field of marketing.

SC4. Ability to implement marketing activities based on an understanding of the essence and content of marketing theory and the functional relationships between its components.

SC5. Ability to correctly apply marketing methods, techniques, and tools.

SC7. Ability to determine the impact of functional areas of marketing on the economic performance of market entities.

SC8. Ability to develop marketing support for business development under conditions of uncertainty.

SC9. Ability to use marketing tools in innovation activities.

SC10. Ability to use marketing information systems in making marketing decisions and to develop recommendations for improving their effectiveness.

SC12. Ability to justify, present, and implement research findings in the field of marketing.

SC13. Ability to plan and conduct effective marketing activities of a market entity in a cross-functional context.

SC14. Ability to propose improvements to marketing functions

LO1. Demonstrate knowledge and understanding of the theoretical foundations and principles of marketing activities.

LO5. Identify and analyze the key characteristics of marketing systems of various levels, as well as the peculiarities of the behavior of their subjects.

LO6. Determine the functional areas of the marketing activity of the market entity and their relationships in the management system, calculate the relevant indicators that characterize the effectiveness of such activity.

LO7. Use digital information and communication technologies, as well as software products, necessary for the proper implementation of marketing activities and the practical application of marketing tools.

LO8. Apply innovative approaches to conducting marketing activities of a market entity and flexibly adapt to changes in the marketing environment.

LO9. Evaluate the risks of conducting marketing activities and determine the level of uncertainty in the marketing environment when making managerial decisions.

LO11. Demonstrate the ability to apply an interdisciplinary approach and perform the marketing functions of a market entity.

LO14. Perform functional duties in the group, offer reasonable marketing solutions.

LO16. To meet the requirements of a modern marketer, to raise the level of personal professional training.

## **COURSE CONTENT**

### **Content module 1. Management as a science**

#### **Topic 1. The concept and essence of management**

The correlation between the categories of "management" and "administration." Division of labor in an organization and the necessity of managing it. Approaches to defining the concept of "management." Management as both a science and an art.

Approaches to manager requirements: American, British, French, Japanese, Polish. Tasks and functions of managers.

Types of management: general and functional management. Management areas: production, finance, human resources, innovation, and marketing.

#### **Topic 2: The development of management science**

Spheres of human society. The evolution of management as a science.

Prerequisites for the emergence of management science. Classical management theory. The school of scientific management. The concept of bureaucratic organizations. The administrative school of management.

The human relations school. The behavioral science school. The quantitative theory of management.

The process approach to management. The systems approach to management. The contingency approach. The modern management paradigm.

The concept of social responsibility in management: social obligations, social interaction, and social sensitivity. Modern management concepts: adaptation, global strategy, goal orientation, and market-oriented management. Social contract. Business ethics and management ethics.

## **Content module 2. Functions of management**

### **Topic 3. Planning in organizations**

The concept of planning. The role of planning among management functions. The main elements of the management process. Types of planning. Principles of planning.

The essence of strategic planning. Stages of strategic planning. Defining the organization's mission. Classification of organizational goals. Requirements for successful goal implementation. Analysis of the external environment: factors of direct and indirect influence. Managerial examination of the organization's internal environment. SWOT analysis. Development and analysis of strategic alternatives. Strategy selection.

Key components of strategic plan implementation: tactics, policies, procedures, and rules. Evaluation of results.

### **Topic 4. Organization as a function of management**

The significance of the concept of "organization" in management: organization as an enterprise and organization as a management function. The essence of an organization as a social formation.

The essence of the organization function and its role in the management process. The concept of "organizational activity." Stages of organizational activity. Authority, its types, and limits. Delegation of authority. Principles of delegation. Relationships between authorities at different levels of management. Concepts of the delegation process. Centralization and decentralization of management: advantages and disadvantages.

The essence of the concept of "organizational management structure." Elements of the organizational management structure. Basics of organizational design. Factors influencing the formation of organizational structures.

Types of organizational structures. Bureaucratic management structures. Basic concepts of the bureaucratic type of management structure: rationality, responsibility, and hierarchy. Organic type of management structure. Advantages and disadvantages of different management structure types. Linear, functional, line-and-staff, and divisional management structures. Types of flexible (adaptive) structures: project, matrix, and team-based management structures.

### **Topic 5. Motivation**

The essence of the concept of "motivation." Definition of needs, drives, behavior, and goals of an employee in the motivation process model. The historical aspect of motivation.

The essence of the content approach to motivation. Abraham Maslow's hierarchy of needs theory. David McClelland's needs theory. Frederick Herzberg's two-factor theory.

The essence of the process approach to motivation. Victor Vroom's expectancy theory. Stacy Adams' equity theory. Porter-Lawler model.

### **Topic 6. Management control**

The essence of the concept of "control" and its role in the management system. The necessity of control in management. Principles of control.

Stages of the control process: establishing criteria and standards; comparing actual results with established standards; evaluation and response. Types of control according to different classification features. Preventive, current, and final control. Characteristics of effective control.

## **Content module 3. General principles of practical application of techniques and methods of management**

### **Topic 7. Managerial decision-making**

The essence and concept of "managerial decisions" in the management process. Classification of managerial decisions. Types of managerial decisions (typology of managerial decisions).

The decision-making process. Intuitive and rational decision-making technologies. Stages of the rational decision-making process: diagnosing the problem, gathering information about the problem, developing alternative solutions, and evaluating alternatives.

Methods of managerial decision-making. Quantitative and qualitative methods. Opportunities and areas of application for analytical, statistical, game theory-based methods, and mathematical forecasting methods.

Criteria for the effectiveness of managerial decisions. Goal orientation of managerial decisions. Conditions and factors affecting the quality of managerial decisions. Conditions of uncertainty and risk in managerial decision-making.

Control over the implementation of managerial decisions. Managerial decisions and responsibility. Requirements for managerial decisions.

### **Topic 8. Methods for substantiating managerial decisions**

The goals of decision justification. The concept of decision effectiveness. The quality of managerial decisions. Conditions for the effectiveness of managerial decisions. Approaches to improving the quality of managerial decisions.

Methods for justifying managerial decisions under conditions of uncertainty and risk.

The concept of uncertainty and risk. Game theory as a tool for decision-making. Methods for making decisions under conditions of complete uncertainty and risk.

Decision support systems. Decision support through the use of information technologies. Decision support software. Management of systems for the development and implementation of managerial decisions.

### **Topic 9. Leadership**

The essence of the concept of "leadership." Leadership in management. Leadership. Power and partnership. Comparative characteristics of a manager and a

leader. Requirements for the personal and professional qualities of a leader.

Concepts of leader behavior. Leadership styles. Management styles and their impact on the effectiveness of an organization's activities. The range of leadership styles. Types of management: participative, innovative, motivational.

Concepts of situational leadership. General characteristics of the situational approach to leadership. The continuum of leadership behavior. Modern approaches to leadership as a combination of traditional and situational approaches.

**Topic 10. Communications in management**

Concepts and their characteristics. The essence of the concept of "information." Types of information. Managerial information. Communications in management and the essence of the concept.

The essence of the communication process. Stages and phases of the communication process. Types of communication processes in an organization. The communication process model. Communication tools and their features. Methods of collecting, processing, transmitting, and receiving information. Obstacles and causes of ineffective communication. The informational potential of the organization.

Communication barriers. Organizational communication barriers. Individual barriers to effective communication. The model for choosing a communication style.

**Topic 11. The effectiveness of management**

The concept of management efficiency. The main concepts of management efficiency.

The efficiency of management functions. Indicators of management efficiency.

Factors influencing management efficiency. The efficiency of management processes. The efficiency of the entire management system. Social and economic efficiency of management.

Approaches to assessing management efficiency. Approaches to calculating management efficiency indicators. Management efficiency assessment. Various methodologies for evaluating management efficiency. Diagram of management efficiency assessment (causes and results). Determination of the annual economic effect of implementing measures for the scientific organization of managerial labor.

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

Table 2

**List of practical (seminar) studies**

Name of the topic and / or task	Content
Topic 1. Task 1.	Discussion of the range of issues regarding the essence and concept of management, the definition of the organization's environment, and the peculiarities of its functioning in the modern conditions of economic development.
Topic 2. Task 2.	Solving practical tasks on calculating labor productivity of workers; determining the number of employees in various categories and the structure, as well as changes in production volume.
Topic 3. Task 3.	Calculation of key planned performance indicators of an enterprise.

	Examination of the organization's internal environment, SWOT analysis. Development and analysis of strategic alternatives.
Topic 4. Task 4.	Selection and design of the organizational management structure.
Topic 5. Task 5.	Discussion of issues related to employee motivation in the enterprise.
Topic 6. Task 6.	Solving tasks related to the calculation and selection of control criteria and indicators in the enterprise.
Topic 7. Task 7.	Discussion of the technology for developing and making managerial decisions under various operating conditions.
Topic 8. Task 8.	Review of methods for justifying managerial decisions under conditions of uncertainty and risk. Decision support systems.
Topic 9. Task 9.	Features of leadership in an organization, defining models of managerial behavior.
Topic 10. Task 10.	The essence of the communication process. Individual ways to overcome barriers to effective communication. Choosing a model for communication style.
Topic 11. Task 11.	The main factors influencing management efficiency. Approaches to assessing management effectiveness.

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

Table 3

### The list of self-studies

Name of the topic and / or task	Content
Topic 1 – 11.	Studying lecture materials, selecting and reviewing literary sources and the regulatory framework of Ukraine.
Topic 1 – 11.	Preparation for practical and seminar classes.
Topic 1 – 11.	Completion of individual educational and research tasks.
Topic 7.	Writing an essay.
Topic 1 – 11.	Preparation for writing a colloquium and taking an 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 course of teaching the course "Management," to achieve the defined competencies of the educational program and to enhance the educational process during lectures and practical classes, the following teaching and learning methods are provided:

Problem-based lectures (topics 1, 4, 5, 7), mini-lectures (topics 2, 3, 6, 8), business games (topics 2, 4, 9), situational tasks and individual research work during the implementation of scientific research (topics 3-4, 5, 10), seminar discussions, and presentations (topics 1, 3, 5, 11)

## ASSESSMENT FORMS AND METHODS

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

Current control is carried out during lectures, practical 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 of points that that can be received during the exam is 40 points. The minimum amount by which the exam is considered to be passed - 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: individual task (35 points), written test (10 points), presentations (15 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.

### **An example of an exam card**

Simon Kuznets Kharkiv National University of Economics  
First (bachelor) level of study cycle  
"Marketing" specialty  
Study program "Marketing".  
Semester VII  
Course "Management"

### **EXAMINATION CARD №1**

#### **Task 1 (Test) (10 points)**

The main advantage of analytical decision-making over intuitive decision-making is:

- a) considering more options (alternatives);
- b) faster decision-making;
- c) analytical methods help compare options and justify the optimal decision;
- d) no complex decision-making skills are required.

Which leadership style is characterized by very low freedom for subordinates in decision-making:

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

The decision-making process begins with:

- a) developing the company's mission;
- b) setting management goals;
- c) identifying the problem;
- d) identifying the person responsible for making decisions;
- e) defining the functional areas affected by the decision.

Middle managers can communicate:

- a) upwards;
- b) downwards;
- c) both options are correct;
- d) none of the options is correct.

Leadership is:

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

The sphere of corporate governance aimed at ensuring the interests of owners by overseeing the management of the organization is called:

- a) top management;
- b) administration;
- c) management;
- d) control.

Herbert Simon stated that in real practice of decision-making, managers (choose several options):

- a) can consider all the main environmental factors affecting the problem;
- b) strive to choose the optimal solution (maximize benefits and minimize losses from their choice);
- c) aim to find a satisfactory solution;
- d) can predict all the main consequences of a decision.

The personnel of a small company is listed below. Select those who participate in the horizontal division of managerial labor (choose several):

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

The main financial goal of any business is:

- a) paying taxes;
- b) maximizing profit;
- c) maximizing income;
- d) controlling employees.

What results can a car company generate (choose several):

- a) money for suppliers;
- b) car engines;
- c) finished cars;
- d) workforce;

e) pollution?

**Task 2 (Diagnostic) (12 points)**

A company has a profit of 4.5 million UAH. The management is considering using this money to enhance company development.

There are several options for using the funds:

Deposit the money in a bank for one year at an annual rate of 24%.

Invest in company growth (profit will amount to 7% annually, with an 81% probability of profit and a 9% probability of losing 7% of the invested capital).

Use the funds to strengthen and develop in-house production. The company produces two types of products (A and B). Product A generates 16 million UAH, and product B – 24 million UAH. The total cost of product A is 11 million UAH, and the total cost of product B is 17 million UAH. The management plans to invest in modernizing production and improving product quality. These measures will increase the price of product A by 4% and product B by 4.5%. Production volume remains unchanged.

Objective: Determine the most acceptable investment option.

**Task 3 (Heuristic) (18 points)**

A company produces 5,000 computers per month.

To counter competitors, top managers must choose from the following options:

Lower the price by 10%, reducing the profit per computer from \$1,300 to \$1,200.

Increase advertising to expand the organization's sales network. Advertising costs per unit would increase from \$100 to \$150, and marketing costs per unit would increase from \$250 to \$320.

Task: Identify the factors and criteria for decision-making, compile a list of alternatives, construct a decision tree, and make one (optimal) decision.

Approved by the department management, business and administration. Protocol № \_\_\_ dated \_\_\_\_\_ year.

Examiner

Associate professor Olga MYRONOVA

Head of the department

Professor Tetyana LEPEYKO

**Evaluation Criteria**

The final score for the exam is the sum of points earned for completing all tasks, rounded to the nearest whole number according to mathematical rounding rules.

The algorithm for solving each task includes separate stages that vary in complexity, effort required, and importance for solving the task. Therefore, individual tasks and their stages are assessed separately as follows:

**Task 1 (Test) (10 points)**

Each correct answer earns 1 point.

**Task 2 (Diagnostic) (12 points)**

3 points for determining the company's profit for the first alternative.

3 points for determining the company's profit for the second alternative.

3 points for determining the company's profit for the third alternative.

3 points for conclusions and justification of the managerial decision.

**Task 3 (Heuristic) (18 points)**

2 points for identifying the task-solving algorithm.

2 points for calculating indicators for the first alternative.

2 points for calculating indicators for the second alternative.

3 points for identifying factors and criteria for decision-making.

2 points for compiling a list of alternatives.

5 points for constructing a decision tree and performing the corresponding calculations.  
2 points for providing conclusions.

## RECOMMENDED LITERATURE

### Main

1. Principles of Management / Contributing Authors // Open Textbook Library [Electronic resource]. – Access mode: <https://open.umn.edu/opentextbooks/textbooks/principles-of-management-2019>.
2. 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>.

### Additional

3. 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.
4. 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.
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6. Barkova K. Essence of teams and their types in an organization / K. Barkova // Сучасне управління організаціями: концепції, цифрові трансформації, моделі інноваційного розвитку : матеріали III Міжнародної науково-практичної конференції, 20 листопада 2023 р. : тези допов. [Електронний ресурс]. – Харків : ХНУ імені В. Н. Каразіна, 2023. - С. 6-8. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/31022>.
7. Gruzina I. A. Generalization of scientific views on the interpretation of the essence and content of the concept “organization” / I. A. Gruzina, I. M. Pererva // Інноваційна економіка. – 2022. – №1. – Р. 44-51. - Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/29513>.
8. Cantarelli P. Management and Performance in Mission Driven Organizations. Palgrave Macmillan Cham, 2024. - Access mode: <https://link.springer.com/book/10.1007/978-3-031-40490-0>.

### Information resources

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>.