

**SYLLABUS**  
**Discipline “Management”**  
**Speciality 073 – Management**  
**Specialization “Business administration”**  
**for Bachelor's (first) degree students**  
**2<sup>nd</sup> academic year, 4<sup>th</sup> semester, 5 credits**  
(lectures – 32 hours; practices – 32 hours; independent training – 86 hours)

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**Abstract.** Formation of students' competencies in general management, about its role in the system of production activity and ensuring the efficiency of the enterprise; familiarization of students with different directions of management in the field of planning, control, organization, motivation and many others, with their interconnection and interdependence; teaching students to solve various managerial tasks and production situations, including and in the absence of information and time.

**Competence, which provides.** Ability to identifying functions and place of the manager in the management system. Ability to form and justify managerial decisions. Ability to develop an effective management system for modern enterprises. Ability to determine the effectiveness of management organizations.

**Discipline content:**

**Lectures:**

**Theme 1. The nature of management**

The essence and functions of management. Managerial levels. Management roles. Organization as a system.

**Theme 2. Evolution of management**

Historical background of management. Scientific management theory. Administrative school of management. Behavioral approach to management. Quantitative approach. Modern approaches of management: system, contingency, process.

**Theme 3. Planning as a function of management**

The essence of planning. Classification of plans. Constituents of plans and process of planning

**Theme 4. Definition of the organization**

Organization as a structure. Organization as a process. Dependence on the external environment. Projecting of organizational structure. Division of labor. Organizational structures. Linear and Headquarters competences. Delegation of authority and responsibility. Span of control. Types of organizational structures.

**Theme 5. Motivation as a function of management**

Main concepts of the motivation sphere. Content theories of motivation. Maslow's hierarchy of needs. Alderfer's ERG theory. ERG model of motivation. McClelland's learned needs theory. McGregor's theory X and theory Y. Ouchi's theory Z. Process theories of motivation. The goal-setting theory. Expectancy theory. Equity theory. Reinforcement theory. The Porter-Lawler theory. Stimulus as a key point of motivation in business.

**Theme 6. Control**

Definition of control. Control systems. Feedforward control. Concurrent control. Postaction control. Regulative controls. Bureaucratic controls. Financial controls. Budgeting. Quality controls. Normative controls. Team norms. Organizational culture norms.

**Theme 7. Decision making in management**

The essence of decision making. Principles of decision making. Process of decision making. Classification of managerial decisions.

**Theme 8. Methods of managerial decisions justification**

Intuitive Decisions (reactive). Analytical Decisions (planned).

**Theme 9. Leadership**

Definition of leadership. Managers vs. Leaders. Common activities of leaders. Types of leaders. Leadership theories. Trait theories. Successful entrepreneur's characteristics. Behavioural theory. Contingency

Theories. Transformational theory. Factors affecting style. Autocratic leadership style. Democratic leadership style. Laissez-Faire leadership style. Paternalistic leadership style. Change Leadership. Invitational Leadership. Transactional Theories.

### **Theme 10. The Communications in Management**

Objectives of Communication. Communication Process. Primary methods of communication. Structure of Communication. Types of Communication. Barriers to Effective Communication. Overcoming Communication Barriers.

### **Theme 11. Management effectiveness**

The effectiveness of the organization. Concepts for determining the management effectiveness. Approaches to assessing the management effectiveness. Ways of increasing the organization's management effectiveness.

#### **Practices:**

#### **Theme 1. The nature of management**

The essence and functions of management. Manager and its role.

#### **Theme 2. Evolution of management**

History of management. management schools.

#### **Theme 3. Planning as a function of management**

Calculation of key planning indicators of the enterprise. Development of enterprise plans.

#### **Theme 4. Definition of the organization**

Comparing of organizational structures. Choice of management organizational structure.

#### **Theme 5. Motivation as a function of management**

Calculation of the personnel performance indicators. Assessment of the employees motives priorities.

#### **Theme 6. Control**

Strategic and ongoing control. Control as an implementation of the target approach

#### **Theme 7. Decision making in management**

Identification of factors for making managerial decisions; Analysis of possible alternatives to solving problem situations

#### **Theme 8. Methods of managerial decisions justification**

Carrying out calculations of profitability of alternatives using different models of making managerial decisions. Choosing the best solution and forecasting possible results

#### **Theme 9. Leadership**

Management styles in different production situations

#### **Theme 10. The Communications in Management**

Application of methods of effective communication. Application of methods of role behavior depending on the production situation; use of language poses, gestures, intonations

#### **Theme 11. Management effectiveness**

Selection of criteria for assessing the effectiveness of management projects. Calculation of profitability of managerial decisions

#### **Evaluation criteria:**

Taking into account the importance of each form of current control, the success of student training of the discipline is evaluated in the corresponding scores by the formula:

$$R = 5 * A + 3 * B + C + 32 * D,$$

де R – the final maximum score that a student can obtain for the successful completion of all forms of current control;

A – the maximum number of points a student can get for the theoretical control work on the content of the content module (A = 3);

B – the maximum number of points a student can get for practical control work on the content of the content module (B = 5);

C – the maximum number of points a student can get for the protection of individual tasks (C=14);

D – the maximum number of points a student can get for the presence in classes (D=0.5).

The final mark for the academic discipline "Management" calculated on a 100-point scale according to the qualification requirements (Table 1).

Table 1

### Evaluation scale

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale
90–100	A	excellent
82–89	B	good
74–81	C	
64–73	D	satisfactory
60–63	E	
35–59	FX	unsatisfactory
1–34	F	

The maximal number of scores which a student can get for the theme is given in Table 10.

Table 2

### Distribution of scores by themes

Routine testing and individual work											Exam	Sum
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	40	100
1	2	5	11	5	1	4	6	9	12	9		

T – theme number

Scores for this scale are recorded in the progress report and other academic documentation.

**Form of control.** Exam

### Literature

1. Maidment F.H. Management . – 7th ed. - Guilford : Dushkin; McGraw-Hill, 2000. – 230 p.
2. Evans D. Management Gurus : Level 4. - London : Longman, 2000. – 64 p.
3. Lepeyko T., Naipak D. Syllabus of the educational discipline "Management" for students of speciality "Management of organizations" for all forms of study. - X. : XHEY, 2011. – 35 p.