

# FUNDAMENTALS OF MANAGEMENT

## COURSE SYLLABUS

Code and name of specialty	073 – Management	Institute	Institute of Education and Science in Economics, Management and International Business
Program name	Management of Organizations and Administration / Business Administration	Department	Management
Type of program	Educational and Professional	Language of instruction	English / Ukrainian

## LECTURERS

**Pavlo Brin**, *pavlo.brin@khpi.edu.ua*



PhD (Economics), Associate Professor, Professor of Management Department (NTU “KhPI”) Authored and co-authored over 150 scientific publications. Courses: Fundamentals of Management, Strategic Management, Fundamentals of Business Analysis

**Olena Linkova**, *helen.linkova@khpi.edu.ua*



PhD (Economics), Associate Professor of Management Department (NTU “KhPI”) Authored and co-authored over 200 scientific publications. Courses: Fundamentals of Management, Insurance Management, Modern Research Methods in Management

## GENERAL DESCRIPTION OF THE COURSE

Summary	The course covers all theoretical aspects of organizational management. During its study, students study the basic functions of management and acquire practical skills for its practical implementation..
Course objectives	<ul style="list-style-type: none"> <li>– focus on key elements of management and develop a wide range of managerial skills related with planning, organization, motivation and control;</li> <li>– to form students' understanding of the business process on the basis of systematic and synergetic approaches using situational analysis;</li> <li>– to form students' skills of independent research of management problems</li> </ul>
Types of classes and control	Lectures, workshops, consultations. The course ends with a final exam
Term	3,4

Student workload (credits) / Type of course

8 / Mandatory

Lectures (hours)

48

Workshops (hours)

48

Self-study (hours)

144

<b>Program competences</b>	GC03. The ability to abstract thinking, analysis, synthesis. GC04. The ability to apply knowledge in practical situations. GC05. Knowledge and understanding the subject area and understanding the professional activity. GC09. The ability to learn and to master modern knowledge. GC11. The ability to adapt and perform in a new situation. GC15. The ability to act on the basis of ethical grounds (reasons). SC01. The ability to identify and describe the characteristics of organizations. SC02. The ability to analyze the results of organization activity, to compare them with the factors of the external and internal environment. SC03. The ability to identify prospects of organization development. SC04. The ability to determine the functional areas of the organization and the relationships between them. SC05. The ability to manage the organization and its units through the management functions realization SC06. The ability to act socially responsible and consciously. SC07. The ability to choose and to use modern tools of management. SC08. The ability to plan the organization activity and to manage the time. SC10. The ability to assess the performed works, to ensure their quality, and to motivate the staff of the organization. SC11. The ability to create and manage effective communication in the process of management. SC12. The ability to analyze and structure the problems of an organization, to form reasonable decisions.
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Learning outcomes	Teaching and learning methods	Forms of assessment (continuous assessment CAS, final assessment FAS)
LO03. To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership	Interactive lectures with presentations, discussions, workshops, case-based learning	Written assignment (CAS), practical assessment (CAS), online tests (CAS), exam (FAS)
LO05. To describe the content of the functional areas of the organization	Interactive lectures with presentations, discussions, workshops, teamwork, case-based learning, research work, project-based learning	Written assignment (CAS), practical assessment (CAS), exam (FAS)
LO 06. To show skills of search, collecting, and analysis of information, calculation of indicators to substantiate management decisions	Interactive lectures with presentations, discussions, workshops, project-based learning, teamwork	Written assignment (CAS), online tests (CAS), exam (FAS)
LO 10. To have the skills to substantiate effective tools for motivating the staff of the organization.	Research work (fieldwork), workshops, case-based learning, individual and teamwork	Written assignment (CAS), practical assessment (CAS), data collection and reporting on fieldwork (CAS), exam (FAS)
LO16. To demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical	Research work (fieldwork), workshops, project-based learning, individual and teamwork	Written assignment (CAS), data collection and reporting on fieldwork (CAS)

## ASSESSMENT AND GRADING

Range s of points corres pondi ng to grades	core (points) for all types of learning activities	ECTS grading scale	The national grading scale	Allocation of grade points	100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%). 40% Final exam: written assignment (theory + problem solving) and its oral presentation.
	90-100	A	excellent		
	82-89	B	good		
	74-81	C			
	64-73	D	satisfactory		

	60-63	E			<b>60% Continuous assessment:</b> online tests and practical individual assignment.
	35-59	FX	Unsatisfactory (with the exam retake option)		
	0-34	F	Unsatisfactory (with mandatory repetition of the course)		
<b>Course policy</b>	Students are expected to attend classes regularly, to get to class on time and stay for the duration of the class. In the case of absence, students will be required to submit all assignments to make up for the missed classes. Students are also expected to come to class having read all the required material and being ready to productively participate in the class discussions. Written assignments should be submitted before the specified deadlines.				

COURSE STRUCTURE AND CONTENT						
Lecture 1	The essence, role and methodological foundations of management	Workshop 1	Interpretation and place of management in society. The importance of management in the development of society. Areas of management.	S e l f - s t u d y	Development of management in society	
Lecture 2	Principles of management	Workshop 2	Principles of management		Compliance with the laws of management in practice. Spec management	
Lecture 3	Evolution of management	Workshop 3	Management in antiquity. Scientific approaches to management National features of management		Personalities in the field of management	
Lecture 4	Business organization and its characteristics	Workshop 4	Definitions and main characteristics of the organization. Factors of the internal environment of the organization. Factors of the external environment of the organization.		Methods of organization analysis	
Lecture 5-10	Functions and methods of management	Workshop 5	The concept and meaning of management functions. Management methods		Practical methods of management	
Lecture 6	Management process	Workshop 6	Concepts and types of organizations. Organization as an open system. Hard and soft approaches to management. Stages of life development of the organization.		Features of the management process	
Lecture 7-8	Planning as a general function of management	Workshop 7-8	Concepts and stages of planning. Methods of SWOT analysis. Efficiency of planning		purpose of planning and its complexity Method of manage objectives	

Lecture 9-10	Organization as a general function of management	Workshop 9	Designing the activities of the organization. The process of delegating authority and responsibility. Elements of building an organizational structure.	Types of organizational structures Elements of building organizational structures
Lecture 11	Groups and group dynamics	Workshop 10-11	Concepts and types of groups. Group dynamics.	role of management in the formation of the team.
Lecture 12	Current management issues	Workshop 12	Contradictions of management. Directions for solving management problems.	main current problems of management.
Lecture 13-14	Motivation in management	Workshop 13-14	The essence of the concept of motivation. Modern theories of motivation. Management of motivation in the enterprise	Problems of motivation
Lecture 15	The control process	Workshop 15	Concepts and types of control. The control process. Characteristics of effective control	System of balanced indicators
Lecture 16-17	Communications	Workshop 16-17	Concepts and types of communications. Communication process. Talks. Meet. Communication networks.	Noise in the communication network and their reduction Negotiation styles
Lecture 18	The process of making managerial decisions	Workshop 18	Concepts and types of management decisions. Models of management decisions Methods of making managerial decisions	Evaluation of the effectiveness of management decisions
Lecture 19	Influence, power, leadership	Workshop 19	Influence and power. See authorities. Leadership theories.	How to become a leader.
Lecture 20	Personnel management system	Workshop 20	Concepts and subsystems of personnel management. Personnel system management.	Staff development.
Lecture 21	Innovation management	Workshop 21	The concept of innovation management. Effectiveness of innovation management.	PR support for innovation
Lecture 22	Conflicts, stresses	Workshop 22	Concepts and types of conflicts. Concepts and types of stress.	Self-esteem and its regulation Behavior in crisis situations

			Conflict resolution and stress management development		
<b>Lecture 23</b>	<b>Business development and change</b>	<b>Workshop 23</b>	The concept of business growth and development. Business development planning. Change management.		Corporate culture and management ethics.
<b>Lecture 24</b>	<b>Management efficiency</b>	<b>Workshop 24</b>	Indicators for evaluating the results of the manager.		Ways to increase management efficiency

### RECOMMENDED READING

C o m p u l s o r y	1. Pathak, J.P. (2015) <i>Fundamentals of management</i> . Vikas Publishing <a href="https://cutt.ly/yELBZRh">https://cutt.ly/yELBZRh</a>	A d d i t i o n a l	1. Srivastava, R. M., & Verma, S. (2012). <i>Strategic management: Concepts, skills and practices</i> . PHI Learning Pvt. Ltd. <a href="https://cutt.ly/KELOAlr">https://cutt.ly/KELOAlr</a>
	2. Griffin, R. (2021). <i>Fundamentals of management</i> . Cengage Learning. <a href="https://cutt.ly/5ELB5J5">https://cutt.ly/5ELB5J5</a>		2. Trevisan, I. (2018). <i>International strategic management</i> . libreriauniversitaria. it Edizioni. <a href="https://cutt.ly/mELOXsb">https://cutt.ly/mELOXsb</a>
	3. Samson, D., Daft, R. L., & Donnet, T. (2017). <i>Fundamentals of Management with Online Study Tools 12 Months</i> . Cengage AU. <a href="https://cutt.ly/KELNdJG">https://cutt.ly/KELNdJG</a>		3. Bhandari A., & Verma, P. <i>Strategic management: Conceptual framework</i> . McGraw Hill <a href="https://cutt.ly/gEL06yB">https://cutt.ly/gEL06yB</a>
	4. Kumar, P& Sachdeva, A. (2012) <i>Fundamentals of management</i> . Chand and company <a href="https://cutt.ly/2ELNOVn">https://cutt.ly/2ELNOVn</a>		4. Andersen, T. J. (2013). <i>Short introduction to strategic management</i> . Cambridge University Press. <a href="https://cutt.ly/BEL2uxc">https://cutt.ly/BEL2uxc</a>
	5. Prabhu T.L. (2020) <i>Principals of Management: Functions and fundamentals of effective management</i> . Nestfame <a href="https://cutt.ly/eEL0exu">https://cutt.ly/eEL0exu</a>		5. Gupta, V., Gollakota, K., & Srinivasan, R. (2007). <i>Business policy and strategic management: Concepts and applications</i> . PHI Learning Pvt. Ltd. <a href="https://cutt.ly/REL2n2w">https://cutt.ly/REL2n2w</a>

### Academic integrity

Students are expected to adhere to the Code of Ethics of Academic Relations and Integrity of NTU “KhPI”.

The content of this syllabus is consistent with the course program.