



## Fundamentals of Management

**Specialty**

073-Management

**Institute**

Institute of Education and Science in Economics, Management and International Business

**Educational program**

Management of Organizations and Administration

**Department**

Management (204)

**Level of education**

Bachelor's level

**Course type**

Mandatory

**Semester**

3,4

**Language of instruction**

English

### Lecturers and course developers



**Pavlo Brin**

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PhD in Economic Sciences, Associate Professor, Professor of Department of Management

Authored and co-authored over 200 scientific publications. Teaches courses: "Fundamentals of Management", "Strategic Management", "Fundamentals of Business Analysis"

[More about the lecturer on the department's website](#)

### General information

#### 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 and goals

- to focus on key elements of management and develop a wide range of managerial skills related with planning, organization, motivation and control;
- to form students' understanding of the business process on the basis of systematic and synergetic approaches using situational analysis;
- to form students' skills of independent research of management problems

#### Format of classes

Lectures, workshops, consultations, self-study. The course ends with a final exam.

#### Competencies

- GC03. The ability for abstract thinking, analysis, synthesis.
- GC04. The ability to apply knowledge in practical situations.
- GC05. Knowledge and understanding of the subject area and understanding of the professional activity
- GC09. The ability to learn and to master modern knowledge.
- GC11. The ability to adapt to a new situation and take an action.
- GC15. The ability to act on the basis of ethical considerations (motives).
- SC01. The ability to identify and describe the characteristics of organizations.

SC02. The ability to analyze the results of an organization's activity, to compare them with the factors of the external and internal environment.

SC04. The ability to determine the functional areas of an organization and the relationships between them.

SC05. The ability to manage an organization and its units through performing management functions.

SC06. The ability to act in a socially responsible and conscientious manner.

SC07. The ability to choose and use modern tools of management.

SC08. The ability to plan the organization activity and to manage time.

SC10. The ability to assess the performed works, to ensure their quality and to motivate personnel of an organization

SC11. The ability to create and organize effective communication in the process of management.

SC12. The ability to analyze and structure the organizational problems, make informed and justified decisions.

### **Learning outcomes**

LO 03. To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO 05. To describe the content of the functional areas of an organization

LO 06. To demonstrate the skills related to search, collection, and analysis of information, calculation of indicators for substantiation of managerial decisions.

LO 10. To possess the skills of justifying effective instruments for motivating the personnel of an organization.

LO 14. To identify the causes of stress, to adapt oneself and the team members to a stressful situation, to find means to its neutralization.

LO 16. To demonstrate skills of independent work, flexible thinking, openness to new knowledge, to be critical and self-critical. .

### **Student workload**

The total volume of the course is 240 hours (8 ECTS credits): lectures - 48 hours, workshops - 48 hours, self-study - 144 hours.

### **Course prerequisites**

Theory of Organization

### **Features of the course, teaching and learning methods, and technologies**

Interactive lectures with presentations, discussions, workshops, project-based learning, teamwork, gamification, case studies

## **Program of the course**

### **Topics of the lectures**

Lecture 1      The essence, role and methodological foundations of management

Lecture 2      Principles of management

Lecture 3      Evolution of management

Lecture 4      Business organization and its characteristics

Lecture 5-10    Functions and methods of management

Lecture 6      Management process

Lecture 7-8    Planning as a general function of management

Lecture 9-10   Organization as a general function of management

Lecture 11    Groups and group dynamics

Lecture 12    Current management issues

Lecture 13-14   Motivation in management

Lecture 15    The control process

Lecture 16-17   Communications

Lecture 18	The process of making managerial decisions
Lecture 19	Influence, power, leadership
Lecture 20	Personnel management system
Lecture 21	Innovation management
Lecture 22	Conflicts, stresses
Lecture 23	Business development and change
Lecture 24	Management efficiency

### Topics of the workshops

- Workshop 1 Interpretation and place of management in society. The importance of management in the development of society. Areas of management.
- Workshop 2 Principles of management
- Workshop 3 Management in antiquity. Scientific approaches to management National features of management
- 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.
- Workshop 5 The concept and meaning of management functions. Management methods
- 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.
- Workshop 7-8 Concepts and stages of planning. Methods of SWOT analysis. Efficiency of planning
- Workshop 9 Designing the activities of the organization. The process of delegating authority and responsibility. Elements of building an organizational structure.
- Workshop 10-11 Concepts and types of groups. Group dynamics.
- Workshop 12 Contradictions of management. Directions for solving management problems.
- Workshop 13-14 The essence of the concept of motivation. Modern theories of motivation. Management of motivation in the enterprise
- Workshop 15 Concepts and types of control. The controlling process. Characteristics of effective control
- Workshop 16-17 Concepts and types of communications. Communication process. Talks. Meet. Communication networks.
- Workshop 18 Concepts and types of management decisions. Models of management decisions Methods of making managerial decisions
- Workshop 19 Influence and power. See authorities. Leadership theories.
- Workshop 20 Concepts and subsystems of personnel management. Personnel system management.
- Workshop 21 The concept of innovation management. Effectiveness of innovation management.
- Workshop 22 Concepts and types of conflicts. Concepts and types of stress. Conflict resolution and stress management development
- Workshop 23 The concept of business growth and development. Business development planning. Change management.
- Workshop 24 Indicators for evaluating the results of the manager.

### Topics of the laboratory classes

This course does not include laboratory classes.

### Self-study

The topics of Self-studying: Development of management in society; Compliance with the laws of management in practice; Special rules of management; Personalities in the field of management; Methods of organization analysis; Practical methods of management; Features of the management process; purpose of planning and its complexity; Method of management by objectives; Types of organizational structures; Role of management in the formation of the team; Main current problems of management; Problems of motivation; System of balanced indicators; Noise in the communication network and their reduction; Negotiation styles; Evaluation of the effectiveness of management decisions; How to become a leader; Staff development.; Self-esteem and its regulation; Behavior in crisis situations; Corporate culture and management ethics; Ways to increase management efficiency.

## Course materials and recommended reading

- 1 Pathak, J.P. (2015) Fundamentals of management. Vikas Publishing <https://cutt.ly/yELBZRh>
- 2 Griffin, R. (2021). Fundamentals of management. Cengage Learning. <https://cutt.ly/5ELB5J5>
- 3 Samson, D., Daft, R. L., & Donnet, T. (2017). Fundamentals of Management with Online Study Tools 12 Months. Cengage AU. <https://cutt.ly/KELNdJG>
- 4 Kumar, P& Sachdeva, A. (2012) Fundamentals of management. Chand and company <https://cutt.ly/2ELNOVn>
- 5 Prabhu T.L. (2020) Principals of Management: Functions and fundamentals of effective management. Nestfame <https://cutt.ly/eEL0exu>
- 6 Srivastava, R. M., & Verma, S. (2012). Strategic management: Concepts, skills and practices. PHI Learning Pvt. Ltd. <https://cutt.ly/KEL0Alr>
- 7 Trevisan, I. (2018). International strategic management. libreriauniversitaria. it Edizioni. <https://cutt.ly/mEL0Xsb>
- 8 Bhandari A., & Verma, P. Strategic management: Conceptual framework. McGraw Hill <https://cutt.ly/gEL06yB>

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

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.

60% Continuous assessment: online tests and practical individual assignment.

### Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

## Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

## Approval

Approved by

Date, signature

Head of the department  
Olena PROKHORENKO

Date, signature

Guarantor of the educational  
program  
Olena LINKOVA

