



Syllabus Course Program



Fundamentals of Management

Specialty

073-Management

Educational program

International Business

Level of education

Bachelor's level

Semester

3,4

Institute

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

Department

Management (204)

Course type

Mandatory

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

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Guarantor of the educational
program
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