



Syllabus Course Program



MANAGEMENT (ADVANCED)

Specialty

073 – Management

Institute

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

Educational program

Management of organizations and administration
Business administration (in English)
International business

Department

Management (204)

Level of education

Master's level

Course type

Special (professional), Elective (optional)

Semester

2

Language of instruction

English

Lecturers and course developers



Pavlo Brin

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PhD (Economics), Associate Professor, Professor of Management
Department (NTU “KhPI”)

Authored and co-authored over 150 scientific publications. Courses:
Fundamentals of Management, Strategic Management, Management of
Organizations, Management (advanced)

More about the lecturer on the department's website
<https://web.kpi.kharkov.ua/mto/about/staff/brin-2/>

General information

Summary

The course covers main theoretical aspects of management. During its study, students study the basic functions of management and acquire practical skills for its practical implementation.

Course objectives and goals

The goal of the course is to provide theoretical foundations and practical tools of management.

The course tasks are following:

- familiarizing with the main functions and principles of management
- developing skills in conducting analysis of internal and external environment of a company
- developing skills in business strategy crafting based on sustainable competitive advantage.
- developing skills in building an effective organizational structure
- developing skills in using different rewards in motivating
- developing skills of effective controlling.
- presenting models of multicriteria decision making.

Format of classes

Interactive lectures, Workshops, Consultations, Self-study, Individual task. The final control is differentiated grading.

Competencies

SC1. The ability to choose and use relevant management concepts, methods and tools, in particular those corresponding to the set goals and international standards

SC2. The ability to define values, vision, mission, goals and the criteria, which can be used by an organization for choosing directions for future development, to create and implement corresponding strategies and plans

SC10. The ability to manage an organization and its development

Learning outcomes

LO01. To critically assess, select, and use appropriate scientific, methodological and analytical tools for managing under conditions of unpredictability

LO05. To plan an organization's activities from both strategic and tactical perspectives

Student workload

The total volume of the course is 120 hours (4 ECTS credits): Lectures - 16 hours, Workshops - 32 hours, self-study - 72 hours.

Course prerequisites

The prerequisites for this course are knowledge and practical skills, demonstrated by successfully passing the Unified Professional Entrance Exam in Management and Administration (Order of the Ministry of Education and Science of Ukraine No. 157 dated February 11, 2022)

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

Presentations, discussions, workshops, project-based learning, research work, preparation the individual task on the base of independent research. Study materials are available to students through MS Teams.

Program of the course

Topics of the lectures

1 Introduction to management.

Brief history of management. Main functions of management: planning, organizing, motivating, controlling. Process approach to management.

2-3. Planning

Mission statement. SMART approach for objectives setting. Business strategy and sustainable competitive advantage. Levels of strategy. Main types of Competitive advantage. Corporate social responsibility as competitive advantage. Sustainable development strategy.

Main instruments of strategic management: Industry analysis, 5 forces analysis, SWOT analysis, Strategic group mapping.

4 Organizing

Authority, responsibility and delegating. Main types of organizational structures. Holacracy: essential elements and principals.

5-6 Motivating.

Internal and external rewards. Content theories of motivating: Maslow's hierarchy of needs, Herzberg's two-factor model, McClelland's need for achievement, affiliation, and power. Process theories of motivating: Expectancy theory, Equity Theory.

7 Controlling

Types of Controlling. Characteristics of effective controlling.

8 Decision making in management.

Types of decisions. Multicriteria models of decision making: Analytic hierarchy process.

Topics of the workshops

Workshop 1-2 Functions of management. Setting the task for individual assignment.

Workshop 3-4. Difference between product description and need satisfaction. Mission statement. Discussing of individual assignments.
Workshop 5-6. Types of objectives. Key performance indicators. SMART rules for objectives setting. Discussing of individual assignments.
Workshop 7-8. Main instruments of strategic management. Discussing of individual assignments.
Workshop 9-10. Choosing the most effective organizational structure. Discussing of individual assignments.
Workshop 11-12. Using of internal rewards in motivating. Discussing of individual assignments.
Workshop 13-14. Building an effective feedback system. Discussing of individual assignments.
Workshop 15-16. Presenting of individual assignments.

Topics of the laboratory classes

no laboratory classes.

Self-study

An individual task must be fulfilled by the student on the base of any enterprise. The main purpose is to train skills in implementing planning, organizing, motivating and controlling.

Plan

1. To choose one nondiversified company (or one SBU of a diversified company)
2. To conduct the SWOT analysis (to build the SWOT matrix)
3. To create a mission statement for the company
4. To set the 3 chains: functional sphere of the company -> KPI -> objective for the company (SMART) within the sphere -> supporting the objective with two tasks
5. To craft 5F Porter model for the company
6. To choose the type of the strategy for the company
7. To explain how it is possible to use different types of structures in one time. To plot the structure of the company using elements of two different types of structure
8. To explain how to motivate a worker within the company with the help of the expectancy theory of motivating
9. To explain how to build the feedback system for the worker from the previous task

Course materials and recommended reading

1. Schermerhorn Jr, J. R., Bachrach, D. G., & Wright, B. (2020). Management. John Wiley & Sons. <http://surl.li/bpkroc>
2. Brin, P. V., & Prokhorenko, O. V. (2022). Management review: the key points. <http://surl.li/ypiana>
3. Griffin, R. W. (2022). Fundamentals of management. Cengage Learning, Inc.
4. Thompson, A., Janes, A., Peteraf, M., Sutton, C., Gamble, J., & Strickland, A. (2013). Crafting and executing strategy: The quest for competitive advantage: Concepts and cases. McGraw Hill. <http://surl.li/epptex>
5. Prasad, L. M. (2020). Principles and practice of management. Sultan Chand & Sons.
6. Mescon, M. H., Albert, M., & Khedouri, F. (1985). Management. New York : Harper & Row
7. Helms, M. M. (2021). Encyclopedia of management. Thomson.
8. Samson, D., Donnet, T., & Daft, R. L. (2020). Management. Cengage AU.
9. Lynch, R., Barish, O., Chau, V. S., Thornton, C., & Warner, K. S. (2024). Strategic management. Sage.
10. Morris, J., & Hodget, T. (2020). Strategic management.
11. Pathak, J.P. (2015) Fundamentals of management. Vikas Publishing <https://cutt.ly/yELBZRh>
12. Kinicki, A., & Williams, B. K. (2020). Management: A practical introduction. McGraw-Hill.
13. Brin, P., & Nehme, M. (2021). Sustainable development in emerging economy: Using the analytical hierarchy process for corporate social responsibility decision making. Journal of information technology management, 13(Special Issue: Role of ICT in Advancing Business and Management), 159-174.
14. Lebedynets, V., Prokhorenko, O., Brin, P., & Nehme, M. (2022). On the way to QMS implementation: the main milestones and issues in emerging economy. Torun International Studies, 1(15), 113-131.
15. Brin, P., Prokhorenko, O., Nehme, M., & Trabulsi, H. (2020). Strategic contribution of a business process to company's performance. Journal of Information Technology Management, 12(3), 82-99.

Assessment and grading

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

The final grade is a set of points received by the student during the study course, and can be obtained in the following way:

up to 90 points - completed individual assignment

up to 10 points - differentiated grading.

The final grade cannot be higher than 100 points

The minimum number of points to pass the course is 60 points.

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



August 28, 2024

Head of the department

Olena PROKHORENKO



August 28, 2024

Guarantors of the educational programs

Oksana MAKOVOZ



August 28, 2024

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