

**PJSC “Higher Educational Institution
“INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT”**



SYLLABUS
of the academic discipline

MANAGEMENT

Level of higher education: first (bachelor's) level

Field of knowledge: D Business, Administration and Law

Specialty: D3 Management

Study program: Management

General information about the academic discipline

Name of the academic discipline	Management
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	8 credits/240 hours Lectures : 60 hours Seminars/practical classes : 52 hours Students' independent work : 128 hours
Terms of study of the discipline	3, 4 semester
Language of instruction	Ukrainian
Final control type	Pass/fail (credit), exam, research project

General information about the instructor. Contact information.

Full name of the instructor	
Academic degree	
Position	
Areas of scientific research	
Links to the registers of identifiers for scientists	
Contact information	
E-mail:	
Department phone	
Instructor's portfolio on the website	

Discipline's description.

The academic discipline “**Management**” is aimed at forming in students a systemic understanding of the essence, principles, functions, and methods of management in modern organizations. The course covers the theoretical and methodological foundations of management, the history of its formation and development, contemporary management concepts and models, as well as the specifics of applying managerial approaches in a dynamic external environment. Particular attention is paid to analyzing the internal and external environment of an enterprise, developing and making managerial decisions, planning, organizing, motivating, and controlling

personnel activities.

Studying this discipline involves mastering knowledge related to building organizational structures, managing resources, implementing innovative and information technologies in management, and developing communication and leadership competencies. The course combines theoretical training with practical tasks, case studies, and project work, which contributes to forming the ability to analyze managerial situations, forecast the consequences of decisions, and develop effective organizational development strategies.

As a result of completing the discipline, students will acquire the ability to apply management methods and tools in practical activities, make well-grounded managerial decisions, adapt to changes in the business environment, and ensure effective functioning of an organization.

The subject of the discipline is the process and system of managing organizations, enterprises, and other socio-economic structures. It encompasses the patterns, principles, methods, and tools of planning, organizing, motivating, controlling, and regulating activities to achieve defined goals. It examines interactions between managers and subordinates, formation and development of organizational structures, resource and information flow management, decision-making and implementation, as well as the introduction of innovations into organizational activities. The subject includes studying internal and external environments, analyzing the influence of macro- and micro-environmental factors on organizational functioning, defining strategic and tactical directions of development, and ensuring effective interaction among all elements of the management system.

The aim of the discipline is to provide students with a comprehensive understanding of the essence, functions, and tools of management; ensure mastery of theoretical foundations; and develop practical skills in organizing and managing the activities of enterprises and organizations in a dynamic external environment. It aims to develop the ability to make well-reasoned managerial decisions and effectively interact in a team.

The objectives of the discipline:

1. The evolution of management, contemporary management concepts and models, and the structure and functions of management;
2. The ability to analyze an organization's internal and external environment and determine its strategic and tactical goals;
3. Mastering methods of planning, organizing, motivating, and controlling;
4. Developing skills in personnel management, resource management, and the implementation of innovations;
5. Fostering responsibility, leadership qualities, and the ability to think critically in managerial activities.

Prerequisites for the discipline:

Prerequisites for the discipline "Management" cover the knowledge and skills

acquired during previous semesters that form the foundation for understanding managerial processes. Important components include academic studies that develop scientific thinking, analytical and presentation skills; courses in the history and culture of Ukraine, which help form awareness of the sociocultural context of organizations; foreign and business Ukrainian language courses for working with documentation and communication in the professional environment; philosophy, which develops critical thinking; and economic theory, which provides basic knowledge of economic mechanisms.

Preparation also includes studies in law, microeconomics, macroeconomics, finance, money and credit, which form an understanding of the economic and legal conditions of enterprise activity, as well as probability theory and statistics, which develop quantitative analysis skills. The methodological foundation is completed by courses such as the history of management and organizational theory, which provide knowledge about the evolution of management concepts and the functioning of organizational systems.

Post-requisites for the discipline:

Post-requisites of the discipline “Management” include a set of courses studied in later semesters that build on the knowledge and skills acquired in the basic course. They deepen and specialize managerial training across functional areas such as external economic management, human resource management, entrepreneurial project management, operations and logistics management, business analytics, as well as the development of competencies in investment, motivation, leadership, communication, and self-management.

A separate group includes courses that develop strategic vision and the ability to implement long-term organizational plans, including strategic management, project management, business planning, and start-up creation. An important component consists of disciplines related to accounting, auditing, and financial aspects of business, as well as courses in managerial research, preparing students to manage complex systems and implement innovative solutions in practice.

Program competences:

General competences	<p>GC2. Ability to preserve and enhance moral, cultural, and scientific values and contribute to the achievements of society based on an understanding of the history and regularities of development in the field, its place within the general system of knowledge about nature and society, and its role in the development of society, technology, and innovation; ability to use various types and forms of physical activity for active recreation and maintaining a healthy lifestyle.</p> <p>GC5. Knowledge and understanding of the subject area and professional activity.</p> <p>GC9. Ability to learn and acquire up-to-date knowledge.</p>
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Special competences	<p>SC2. Ability to analyze the performance results of an organization and compare them with the influencing factors of the external and internal environment .</p> <p>SC3. Ability to determine the prospects for the organization's development .</p> <p>SC4. Ability to identify the functional areas of an organization and the interconnections between them .</p> <p>SC5. Ability to manage an organization and its divisions through the implementation of management functions .</p> <p>SC11. Ability to create and organize effective communication in the management process.</p> <p>SC12. Ability to analyze and structure organizational problems and develop well-founded decisions .</p>
Intended learning outcomes	<p>ILO3. Demonstrate knowledge of theories, methods, and functions of management, as well as modern concepts of leadership.</p> <p>ILO4. Demonstrate the ability to identify problems and justify managerial decisions.</p> <p>ILO5. Describe the content of the functional areas of an organization's activities.</p> <p>ILO8. Apply management methods to ensure the effective operation of an organization.</p> <p>ILO9. Demonstrate teamwork, leadership, and collaboration skills .</p> <p>ILO15. Demonstrate the ability to act in a socially responsible and civic-minded manner, guided by ethical considerations, and show respect for diversity and multiculturalism.</p>

Content of the academic discipline

№	Topics	Number of hours, of which :			
		Lec ture s	Sem inar s	Inde pen dent wor k	Teaching methods /assessment methods

3rd semester Content module 1. Management as a science and professional activity					Teaching methods: explanatory and illustrative (traditional lecture); solution of situational tasks and cases; preparation and presentation of mini-research; work with scientific databases; brainstorming; team implementation of research projects; preparation of a scientific article or analytical review of literature; use of online scientific platforms. Assessment methods: oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, essays); test control; method of self-control and self-assessment; assessment of case tasks.	
Topic 1.	Management as a science and practice: essence, concept, development	2	2	6		
Topic 2.	Goals, functions and principles of management in modern organizations	4	2	6		
Topic 3.	Types and styles of management	2	2	6		
Topic 4.	The role of the manager and the requirements for his professional competences	2	2	6		
Topic 5.	Organizational environment of the enterprise: internal factors, structure, culture	4	4	8		
Content module 2. Management processes and management tools						
Topic 6.	Planning in management: types, methods, technologies	2	2	6		
Topic 7.	Organization of enterprise activities and construction of management structures	4	4	6		
Topic 8.	Staff motivation and team formation	2	2	6		
Topic 9.	Management decision-making: models, risks and digital tools	4	4	8		
Topic 10.	Control system in management: principles, indicators, KPI	4	2	6		
Modular assessment task						
Total :		30	26	64		
Final assessment: pass/fail (credit)						

№	Topics	Number of hours, of which :		
		Lec ture s	Sem inar s .	Inde pen dent wor k
				Teaching methods /assessment methods

4th semester Content module 1. Managing people, communications and organizational interaction					Teaching methods: explanatory and illustrative (traditional lecture); solution of situational tasks and cases; preparation and presentation of mini-research; work with scientific databases; brainstorming; team implementation of research projects; preparation of a scientific article or analytical review of literature; use of online scientific platforms. Assessment methods: oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, essays); test control; method of self-control and self-assessment; assessment of case tasks.	
Topic 1.	Business communications in management: tools, technologies and culture of interaction	2	2	6		
Topic 2.	Personnel management: development, evaluation, personnel processes	4	2	6		
Topic 3.	Conflict management and negotiation techniques	2	2	6		
Topic 4.	Organizational behavior: groups, teams, leadership, interaction style	2	2	6		
Topic 5.	Corporate ethics, culture and social responsibility of the manager	4	4	8		
Content module 2. Modern concepts, challenges and transformations of management						
Topic 6.	Cross-cultural management and work in an international environment	2	2	6		
Topic 7.	Quality management and standardization of the organization's activities	2	2	6		
Topic 8.	Project management: tools, life cycle, team structure	4	4	6		
Topic 9.	Innovation in management and change management in the organization	4	4	8		
Topic 10.	Management of the future: trends, transformations and competencies of a new generation of managers	4	2	6		
Modular assessment task						
Total :		30	26	64		
Final assessment: research project, exam						

Technical equipment and/or software – official website of IAPM:

<http://IAPM.com.ua> The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

Methods of ongoing assessment include: oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

Grading system and requirements.

Table of distribution of points received by students (for pass/fail (credit))

	Ongoing knowledge assessment										Modular assessment task	pass/fail (credit)	Total points
Topics	T o pi c 1	T o p ic 2	T o pi c 3	To pic 4	To pic 5	T o pi c 6	To pic 7	To pic 8	To pic 9	To pic 10	20	20	100
Work in a seminar	5	5	5	5	5	5	5	5	5	5			

Independent work	1	1	1	1	1	1	1	1	1	1		
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The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

Modular assessment. Modular assessment in the discipline "Management" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline "Management":

When evaluating the modular test, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

- "A" - 18-20 points;
- "B" - 16-17 points;
- "C" - 14-15 points;
- "D" - 12-13 points.
- "E" - 10-11 points;
- "FX" - less than 10 points.

The final semester assessment in the discipline "Management" is a mandatory form of evaluating student learning outcomes. It is conducted within the time frame defined by the academic schedule and covers the scope of material specified in the course program.

The final assessment is administered in the form of a test. A student is admitted to the semester assessment only upon completion of all required coursework.

The final grade is assigned based on the student's performance throughout the semester. The student's rating score consists of the points accumulated through ongoing assessment activities and incentive points.

Students who have completed all required tasks and achieved a rating score of 60 points or higher receive a grade corresponding to the obtained rating without additional testing.

For students who have completed all required tasks but have a rating score below 60 points, as well as for those who wish to improve their score, the instructor conducts a final semester assessment in the form of a test during the last scheduled class of the discipline in the semester.

Grading system and requirements.

Table of distribution of points received by students (for exam)

	Ongoing knowledge assessment											Modular assessment task	Exam	Total points
Topics	T o p i c 1	T o p i c 2	T o p i c 3	T o p i c 4	T o p i c 5	T o p i c 6	T o p i c 7	T o p i c 8	T o p i c 9	T o p i c 0	20	40	100	
Work in a seminar	3	3	3	3	3	3	3	3	3	3				
Independent work	1	1	1	1	1	1	1	1	1	1				

The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.

The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.

The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.

The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student's exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.

Assessment of independent work.

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 3 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks) (for pass/fail (credit))

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Scale for evaluating the performance of independent work (individual tasks) (for exam)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations, and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure comprehensive assimilation of the study program and contribute to the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail unsatisfactory with mandatory re-study of the discipline

Discipline's Policy:

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The course “Management” requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

Methodological support of the academic discipline

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline “Management”.

Recommended sources of information

Basic literature:

1. Belarus T.V. Management workshop: study guide. K.: Taras Shevchenko Kyiv National University, 2020. 185 p.
2. Management : Textbook. S.Yu. Biryuchenko, K.O. Buzhimska, I.V. Buracheck et al.; under general ed. T.P. Ostapchuk. Zhytomyr: State University «Zhytomyr Polytechnic». Zhytomyr: Publishing House «Ruta», 2021. 856 p.
3. Basics of management: Lecture notes [Electronic resource] : teaching. manual for students of specialty 073 «Management» of the educational and professional program «Management and business administration» /KPI named after. Igor Sikorskyi ; compilers: TV. Lazorenko, S.O. Perminova. Electronic text data (1 file: 560 KB). Kyiv: KPI named after. Igor Sikorskyi. 2021.166 p. <https://ela.kpi.ua/handle/123456789/41193>
4. Strapchuk S.I., Mykolenko O.P., Popova I.A., Pustova V.V. Management: a study guide for students of higher education. Lviv: Publishing House «Novy Svit 2000», 2020. 356 p.

5. Shkilnyak M. M, Ovsyanyuk-Berdadina O. F., Krysko Zh. L., Demkiv I. O. Management: textbook. Ternopil: ZUNU, 2022, 258 p.
6. Robbins S. P., Coulter M. Management. 15th ed. Harlow : Pearson, 2021. 720 p.
7. Daft R. L. Management. 14th ed. Boston : Cengage Learning, 2020. 784 p.
8. Griffin R. W. Fundamentals of Management. 14th ed. Boston : Cengage Learning, 2021. 640 p.

Additional literature:

1. Adizes I. K. Styles of good and bad management. trans. from English. Valery Glinka. Kyiv: Our format, 2020. 222 p.
2. Transformation of management of business organizations: current trends and challenges [Electronic resource]: monograph. Ed. Sahaidaka M.P., Soboleva T.O. Kyiv: KNEU, 2021. 378 p.
3. Marchenko O. M. Management workshop: training. manual. Lviv. State University of Internal Affairs. Lviv: Lviv. State University of Internal Affairs, 224 p.
4. Management and administration: textbook Sidorov O. A., Alyoshina T. V., Fisunenko N. O., Sydorova E. O. Dnipro: Art Press, 2023. – 352 p.
5. Management and innovation: theory and workshop : training. manual. /Oleg Igorovich Kariy, Lidia Stepanivna Lisovska, Igor Yaroslavovich Kulinyak, Lina Volodymyrivna Galaz, Yulia Hryhorivna Bondarenko; National University "Lviv Polytechnic". Lviv : Rastr-7, 2020. 297 p.
6. Management: workshop [Electronic resource]: training. manual. for students. Specialties 051 «Economics», educational programs «Economic analytics», «International economics», «Economics and business». Igor Sikorskyi KPI.; compiled by: T.V.Lazorenko – Electronic text data (1 file: 0.9 MB). Kyiv: Igor Sikorskyi KPI. 2025. 107 p.
7. Organization management: study guide Balanovska T. I. et al. Kyiv: FOP Yamchynskyi O. V., 2021
8. Lefterov V.O., Aleksentseva-Timchenko K.S. Organizational behavior: educational and methodological recommendations (to help with independent work for higher education holders of the master's degree of the Faculty of Psychology, Political Science and Sociology). V. Lefterov, K.S. Aleksentseva-Timchenko. Odesa: Phoenix, 2019. 31 p.
9. Vashchenko O.P. Theory and practice of building organizational management systems: education. manual.; Govt. Telecommunications University. Kyiv: DUT, 2017. 112 p.
10. Zamkoy O. Corporate culture as a factor in the formation of the success of the Ukrainian business environment on the way to European standards //Economy and society. 2022. №41. URL: <https://doi.org/10.32782/2524-0072/2022-41-62>
11. Voronina V. L., Doroshenko M. P. Organizational structure of management: essence and classification //Scientific notes of TNU named after V. AND. Vernadskyi. Series: Economics and management. 2019. T. 30 (69), №5. S. 52–56. DOI: <https://doi.org/10.32838/2523-4803/69-5-10>

12. Chervinska L.P., Bazilyuk B.G. Personnel management in the context of social responsibility of business. Monograph. 2018. KNEU 220 p.
13. Chervinska L. P., Chervinska T. M. Key directions of development of modern management. Publishing house «Helvetica». Vol. 2 (65), 2022. P.19-23.
14. Chervinska LP. Transformation of management systems in the conditions of digitalization, international. Scientific and practical conf. innovative methods of economic management in the conditions of business digitalization. October 10, 2024. P.123-124.
15. Chervinska LP. Personnel motivation management. Monograph. KNEU. 2015. 222 p
16. Chervinska LP, Chervinska TM. The mechanism of public administration in the field of building social responsibility of business. Scientific works of MAUP. Political sciences and public administration. Helvetica Publishing House. Issue 1(60). 2021. P.61-68.
17. Kinicki A., Fugate M. Organizational Behavior: A Practical, Problem-Solving Approach. 3rd ed. New York : McGraw-Hill, 2020. 688 p.
18. Kotter J. P. Leading Change. Boston : Harvard Business Review Press, 2012. 208 p.
19. Schermerhorn J. R. Introduction to Management. 14th ed. Hoboken : Wiley, 2019. 480 p.
20. Jones G. R., George J. M. Contemporary Management. 12th ed. New York : McGraw-Hill Education, 2022. 752 p.

Information resources:

1. National repository of academic texts – resource for searching for modern Ukrainian educational and scientific materials URL: <https://nrat.ukrintei.ua>
2. Educational portal of the Verkhovna Rada of Ukraine (Legislation) – database of current legal acts URL: <https://zakon.rada.gov.ua>
3. NBUV (National Library)