PJSC ‘Higher Educational Institution
’Interregional Academy of Personnel Management"



SYLLABUS OF THE ACADEMIC DISCIPLINE
‘*ORGANIZATION OF THE MANAGER'S WORK’*

Speciality: D3 Management

Educational level: first (bachelor’s) level

Study programme: Management

MAUP 2025

General information about the academic discipline

Name of the academic course	Organization of the manager's work
Code and name of the speciality	D3 ‘Management’
Level of higher education	first (bachelor’s) level of Higher Education
Status of the discipline	Optional
Number of credits and hours	3 credits / 90 hours Lectures: 20 Seminar classes: 14 Independent work of students: 56
Terms of study of the discipline	semester
Language of instruction	Ukrainian
Type of final assessment	Credit
Page of the discipline on the website	https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026

General information about the lecturer. Contact information

Name, surname	
Scientific degree	
Academic title	
Position	
Disciplines taught by NPP	
Areas of scientific research	
Links to identifier registers for scientists	https://scholar.google.com/citations?user=Vdvg5GgAAA hl=ru https://orcid.org/0000-0002-1651-9750
Contact information of the lecturer :	
E-mail:	
Contact phone number	
The teacher's portfolio on the website of the department /Institute /Academy	

Course abstract. The course «Organization of the work of a manager» is aimed at the formation of knowledge and practical skills of rational organization of managerial work, effective use of working time and resources of the manager among education seekers. Within the course, issues of planning and organization of the manager's activities, record keeping, document management, communications, time management, delegation of powers and control of management tasks are considered.

Special attention is paid to the development of the manager's personal efficiency, the formation of management culture, the ethics of business communication, the use of modern information technologies and digital tools in management activities. Studying the course contributes to increasing the professional competence of future managers and preparing them for effective management work in organizations of various types.

The subject of the academic discipline «Organization of the manager's work is the processes, methods and tools of rational organization of the manager's management work, planning and coordination of his activities, effective use of working time, information resources and means of business communication in order to increase the effectiveness of management activities.

The purpose of the educational discipline: formation of a comprehensive worldview system among higher education seekers regarding the organization of management of self-organizing systems with a gradual shift of the center of attention to the activities of managers of all levels.

Tasks of the academic discipline «Organization of the manager's work»: to form theoretical knowledge among students about the principles, methods and tools of organizing the manager's work; teach how to plan, coordinate and control the management activities of divisions and teams; develop skills in effective use of working time, resources and means of business communication; to form the ability to organize document flow, maintain business documentation and apply modern information technologies in the manager's work; teach to delegate powers and manage task priorities; promote the development of professional culture personal efficiency and management competencies of the manager.

Prerequisites of the academic discipline. Studying the academic discipline «The organization of the manager's work is based on the knowledge and skills acquired by students at the bachelor's level. Namely: Management, Enterprise Strategy, Sociology, Business Protocol, Organization and Planning of Enterprise Activities, Logistics, etc.

Post-requisites of the academic discipline. The acquired knowledge, abilities and skills during the study of the discipline are the basis for further mastering the following educational disciplines and areas of professional training: personnel management; operational and strategic management; project management; organizational behavior; business communication and corporate culture; time management and effective organization of the work of units; management decision-making. Acquired competences are also applied during practice, coursework and qualification work, as well as in the professional activity of a manager in organizations of various types.

The educational discipline ensures the formation of general and special competencies by students and the acquisition of learning results determined by the educational and professional program «Management», namely:

General competences	GC 2. The ability to preserve and multiply moral, cultural, scientific values and multiply the achievements of society based on an understanding of the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology and technology, to use various types and forms of motor activity for active recreation and leading a healthy lifestyle. (T1; T6). GC 3. Ability to abstract thinking, analysis, synthesis. (T2; T3). GC 4. Ability to apply knowledge in practical situations. (T5). GC 11. 3 Ability to adapt and act in a new situation. (T3; T4; T5; T6). GC 12. Ability to generate new ideas (creativity).(T 1; T8). GC 16. The ability to make decisions and act in compliance with the principle of inadmissibility of corruption and any other manifestations of dishonesty (T 3; T7).
Special competences	SC 3. The ability to determine the prospects for the development of the organization. (T4; T8) SC 4. The ability to determine the functional areas of the organization and the connections between them. (T7)

	SC 5. The ability to manage the organization and its divisions through the implementation of management functions. (T4; T6) SC 9. The ability to work in a team and establish personal interaction when solving professional tasks. (T1; T3; T6) SC 11. Ability to create and organize effective communications in the management process. (T2; T4) SC 12. The ability to analyze and structure the organization's problems, to form well-founded solutions. (T6; T8) SC 19. The ability to detect the presence and strength of objective cause-and-effect relationships between different economic phenomena and processes of trend formation, trends and patterns of transformation of the external and internal environment of the organization. (T7; T8)
Learning outcomes	LO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership. (T1; T3) LO 4. Demonstrate skills in identifying problems and justifying management decisions. (T2; T5; T6). LO 7. Identify organizational design skills. (T3; T4; T5). LO 8. Apply management methods to ensure the effectiveness of the organization. (T6; T7). LO 9. Demonstrate interaction, leadership, teamwork skills.(T7; T8). LO 15. Demonstrate the ability to act socially responsibly and socially consciously based on ethical considerations (motives), respect for diversity and interculturality. (T1; T4) LO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical. (T6; T7) LO 20. Use modern mechanisms and methods of effective administration of many different procedures for the functioning of organizations. (T5; T8)

Content of the academic discipline (full-time education)

№	Topic name	Number of hours, of which:			
		Lectures	**Seminar/ Practical classes**	**Lectures**	**Teaching methods/ assessment methods**
CONTENT MODULE 1. FORMATION OF PROFESSIONAL COMPETENCE OF MANAGEMENT SPECIALISTS					**Teaching methods:** verbal methods (lecture, conversation, debate, explanation, story, etc.); practical methods (practical works); visual methods (demonstration, illustration); explanatory and illustrative methods; problem-search methods; interactive methods; situational tasks; work with information resources: with educational and
Topic 1.	The essence and features of management work.	2	2	5	
Topic 2.	The essence, content and directions of scientific organization of work.	2	2	5	
Topic 3.	Organization of interaction and powers. distribution and cooperation of management work	2	2	6	

Topic 4.	Structure and formation of professional competence of the manager	2		6
Topic 5.	Management and interpersonal competencies	2	2	6
Topic 6.	Innovation, digital and entrepreneurial competencies	2		6
CONTENT MODULE 2. APPLIED MANAGEMENT				
Topic 7.	Rationing of managerial work. accounting and analysis of working hours	2	2	6
Topic 8.	Organization of workplaces. Working conditions	2	2	5
Topic 9.	Management culture. manager culture	2		6
Topic 10.	Management in the digital age: practical tools for managing projects and teams	2	2	5

methodological, scientific, normative literature and Internet resources; independent work on an individual task or according to the program of the educational discipline; distance learning using relevant online platforms. Educational technologies: anti-lecture as a tool for establishing feedback with the audience, ensuring effective communications in the teaching process; virtual classes and video conferences: the Google Meet platform for online meetings, conducting lectures, discussing practical aspects remotely in real time; the Moodle platform, which within the academic discipline allows you to create an online version of the course with relevant methodological materials and the possibility of interaction between students and the teacher; video courses on platforms «Action. Education», Prometheus, Coursera, as an element of non-formal education and acquisition of additional relevant knowledge and skills.

Assessment methods: oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, analytical tasks, essays);
test control (closed form tests: test alternative, test compliance, data and model analysis tasks); self-control and self-assessment method;
assessment of case tasks;

					assessment of project and laboratory works (simulation of economic processes, forecasting).
Modular test					
Total :		**20**	**14**	**56**	
Form of assessment: **credit**					

Technical Facilities and Software

The educational process is supported by equipped classrooms, access to the institutional library, multimedia projectors, and computers used for delivering lectures and seminars with presentation elements.

The study of specific topics and completion of practical assignments require access to information resources via the Internet, which is provided through a free Wi-Fi network available on campus.

Where appropriate, students use digital tools and statistical databases for data analysis, modelling, and preparation of analytical reports.

Forms and Methods of Assessment

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

Continuous Assessment

Continuous assessment is conducted during practical and seminar classes. Its purpose is the systematic evaluation of:

- understanding and assimilation of theoretical foundations of economic processes;
- ability to apply knowledge in constructing models and analysing economic data;
- skills in diagnosing and forecasting economic processes;
- ability to use specialised software for modelling and statistical data processing.

Forms of Student Participation Subject to Continuous Assessment

- presentations and analytical reports on economic processes;
- oral case-study analysis;
- supplementary remarks and questions during peer responses;
- consistency of preparation and active participation in seminars;
- participation in discussions, brainstorming sessions, and interactive learning formats;
- analysis of economic data, statistical indicators, and economic-mathematical models;
- written assignments (tests, analytical papers, reports, essays);
- preparation of summaries, тезиси (analytical briefs), and written reflections;
- independent study of course topics and lecture materials.

Methods of Continuous Assessment

- Oral assessment (questioning, interviews, presentations, reports);
- Written assessment (tests, analytical reports, essays, modelling tasks, statistical data processing);
- Combined assessment (oral and written components evaluating both theoretical understanding and practical skills);
- presentation of independent research or case analysis;
- observation of academic engagement and participation;
- test-based assessment (closed and open-ended questions, analysis of graphs and models);
- problem-based assessment (analytical case studies, scenario modelling of economic processes).

Evaluation system and requirements.

Table of distribution of points received by students of higher education*

1st semester

Topics	Ongoing knowledge assessment										Final control		
											Modular control work	**Credit ****	**Total number of points**
	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	20	20*	100
Work in a seminar class	3	3	3	3	3	3	3	3	3	3			
Independent work	3	3	3	3	3	3	3	3	3	3			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

When assessing the mastery of each topic for the current academic activity, applicants are given grades based on the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the Assessment of Academic Achievement of Higher Education Students at PJSC ‘Higher Educational Institution ’MAUP".

Modular control is carried out in the last class of the module in written form, in the form of a test.

Criteria for assessing the modular test in the academic discipline ‘Organization of the work of a manager:

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

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

Failure to attend the module test results in 0 points.

The above grades are converted 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.

Final Semester Assessment

The final semester assessment in the course "Organization of the work of a manager" is a mandatory component of evaluating students' learning outcomes. It is conducted within the timeframe established by the academic calendar and covers the full scope of material defined by the course syllabus.

The final assessment is conducted in the form of a test. Only students who have completed all required coursework and assessment tasks are admitted to the final semester assessment.

The final grade is determined based on the student's academic performance throughout the semester. It consists of:

- points accumulated through continuous assessment;
- incentive (bonus) points awarded in accordance with institutional regulations.

Students who have completed all required tasks and obtained 60 points or higher receive the corresponding final grade without additional testing.

Students who have completed all required tasks but obtained fewer than 60 points, as well as those wishing to improve their grade, are required to complete a final test administered during the last scheduled class of the semester.

Assessment of Additional (Individual) Learning Activities

Additional (individual) learning activities include participation in: scientific conferences; student research groups and academic clubs; problem-focused research groups; preparation of academic publications; national academic Olympiads and competitions; international competitions and other scholarly activities exceeding the requirements of the course syllabus.

By decision of the department, students who actively participate in research activities or complete additional individual academic tasks may be awarded incentive (bonus) points for the respective educational component.

Assessment of Independent Study

The total number of points obtained for independent study constitutes an integral component of the overall academic performance in the course.

Independent work for each topic, in accordance with the course syllabus, is assessed within a range of 0 to 3 points, based on standardized and generalised assessment criteria evaluating the level of knowledge acquisition and analytical competence.

Assessment scale for independent work (individual assignments) assessment criteria.

Maximum possible grade for independent work (individual assignments)	Level of implementation			
	Excellent	Good	Satisfactory	Unsatisfactory
3	3	2	1	0

Assessment forms include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competences (optional format); solving situational tasks; preparing summaries of independently studied topics; testing or written exams; preparing draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum 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 higher education students during the semester, a 100-point, national and ECTS assessment scale is used

Final assessment scale: **national and ECTS**

Total points for all types of educational activities	ECTS rating	Assessment on a national scale	
		for exams, course projects (assignments), practical training	for credit
90 – 100	A	excellent	passed
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking the exam	Failed with the possibility of retaking the exam
0 – 34	F	unsatisfactory with mandatory retaking of the course	Failed with mandatory retaking of the course

Course policy.

For successful mastering of the course «Organization of the work of the manager», the student of education has:

- regularly attend lectures and practical classes;
- systematically, systematically and actively work in lectures and practical classes;
- practice missed classes or unsatisfactory grades obtained in classes;
- to perform in full the tasks required to be prepared by the teacher, their proper quality;
- perform control and other independent work;
- adhere to the norms of academic behavior and ethics.

The course «The organization of the manager's work involves the assimilation and observance of the principles of ethics and academic integrity, in particular, the focus on preventing plagiarism in any of its manifestations: all works, reports, essays, essays and presentations must be original and author's, not overburdened with quotes, which must be accompanied by references to primary sources. Violations of academic integrity are considered: academic plagiarism, self-plagiarism, fabrication, falsification, write-off, deception, bribery, biased assessment.

Recommended sources of information.

Basic literature:

1. Kozyreva, O. V., Ovsienko O. IN. Work organization of the manager : education manual. 2023. 212 p.

2. Kozyreva, O. V., Ovsienko O. IN. Organization of the manager's work: method. rec. to practice. Classes for students of the first (bachelor's) level of higher education under the educational program «Management» full-time and part-time. forms of education. H. : NFAU, 2018. 42 p.

3. Karamyshev D. V., Svetocheva I. I., Kononov I. O. Work organization of the manager : education manual. 2022. 312 p.

5. Skibitska, L. AND. Organization of the manager's party : education. manual. Kyiv: Study Center. summer, 2025. 192 p.

Auxiliary

1. Fedorenko V. G. Management: textbook; 3rd ed., revised and supplemented. Kyiv: Alerta, 2025. 492 p.

2. Shevchenko L. S., Hrytsenko O. A., Makuha S. M. Management : education. manual. Kharkiv: Pravo, 2022. 216 p.

3. Netepchuk V.V. Self-management: education. manual. Rivne. NUVHP. 2023. 354 p.

Information resources

1. Official web portal of executive authorities of Ukraine. URL: http://www.kmu.gov.ua Official portal of the Verkhovna Rada of Ukraine. URL: http://rada.gov.ua/

2. Official website of the State Statistics Service of Ukraine. URL: http://www.ukrstat.gov.ua Official website of the National Securities and Stock Market Commission. URL: http://www.ssmsc.gov.ua

3. The official website of the scientific journal «Economy of Ukraine». URL: http://www.economukraine.com.ua/index.php

4. The official website of the collection of scientific works «Economic theory and law». URL: http://econtlaw.nlu.edu.ua

5. The official website of the Institute of Demography and Social Research named after M. V. Birds. National Academy of Sciences of Ukraine. URL: http://www.idss.org.ua

6. Official website of the Institute of Economics and Forecasting of the National Academy of Sciences of Ukraine. URL: http://ief.org.ua

7. Official website of the Institute of Economic Research and Political Consultations. URL: http://www.ier.com.ua

8. Official website of the Ministry of Economic Development and Trade of Ukraine. URL: http://www.me.gov.ua

9. Official website of the Ministry of Finance of Ukraine. URL: http://www.minfin.gov.ua

10. Official website of the National Bank of Ukraine. URL: http://www.bank.gov.ua

11. Official website of the National Institute of Strategic Studies. URL: http://www.niss.gov.ua

12. The official website of the National Library of Ukraine named after V.I. Vernadskyi. URL: http://www.nbuv.gov.u