

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
WEST UKRAINIAN NATIONAL UNIVERSITY**

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**SYLLABUS
of the course of "MANAGEMENT"**

Degree of Higher Education – Bachelor

Branch of Knowledge – 05 "Social and behavioral sciences"

Speciality – 051 "Economics"

Educational and Professional Program – "International Economics"

Department of Management, Public Administration and Personnel

Form of training	Year	Semester	Lectures	Practical classes	Idivid. SW	Training	Indep. SW	Total	Exam (sem.)
Full-time	2	3	30	30	4	8	78	150	3
Part-time	2	3.4	8	4	-	-	138	150	4

**Ternopil - WUNU
2025**

The syllabus is compiled on the basis of the educational and professional program for training of bachelor in branch of knowledge 05 "Social and Behavioral Sciences" on speciality 051 "Economics", approved by the Academic Council of WUNU (Minutes No. 11 of June 26, 2024)

The syllabus is made up by:

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STRUCTURE OF THE SYLLABUS OF THE EDUCATIONAL COURSE "MANAGEMENT"

1. DESCRIPTION OF THE COURSE "MANAGEMENT"

Course - "Management"	Branch of knowledge, speciality, DHE	Characteristics of the educational course
The number of Credits - 5	Branch of knowledge - 05 "Social and Behavioral Sciences"	Status of the course Compulsory Language of teaching English
The number of credit modules - 5	Speciality - 051 "Economics"	Year of training: <i>Full-time – 2</i> <i>Part-time – 2</i> Semester: <i>Full-time – 3</i> <i>Part-time – 3,4</i>
The number of content modules - 2	Level of Higher Education - Bachelor	Lectures <i>Full-time – 30 hr.</i> <i>Part-time – 8 hr.</i> Practical classes: <i>Full-time – 30 hr.</i> <i>Part-time – 4 hr.</i>
The total number of hours – 150 hours		Independent work <i>Full-time – 78 hr.</i> <i>Part-time – 138 hr.</i> Training: <i>Full-time – 8 hr.</i> Individual work: <i>Full-time – 4 hr.</i>
Weekly hours – 10 of them auditorium – 4 hours		The type of the final control – exam

2. THE PURPOSE AND TASKS OF THE COURSE "MANAGEMENT"

2.1. The purpose of studying the course

The objective of the course "Management" is to provide students with understanding the fundamental concepts and basic functions of management, to help students understand the functions and responsibilities of the manager, provide them with tools and techniques to be used in the performance of the managerial job, and teach them to analyze and understand internal and external environment of the organization.

2.2. The task of studying the course

The task of studying the course "Management" is the theoretical training of

students in following issuers:

- essence of basic concepts and categories of management and administration;
- management functions;
- systems of management methods;
- content of processes and management technology;
- making managerial decisions and management efficiency;
- information and communication support of management process;
- management and leadership, management styles;
- psychological aspects of managerial activity;
- responsibility in management.

2.3. Name and description of competences, the formation of which ensures the study of the course

- the ability to analyze and solve tasks in the field of economic and social-labor relations.
- the ability to use modern sources of economic, social, managerial and accounting information for preparation of official documents and analytical reports.

2.4. Prerequisites for studying the course

The prerequisites for studying the course "Management" are the knowledge acquired from the courses: English Language, Psychology of Professional Activity, Economic of Enterprise.

2.5. Studying outcomes

- to be able to think abstractly, to apply analysis and synthesis to identify the key characteristics of economic systems of various levels, as well as peculiarities of the behavior of their subjects.

3. SYLLABUS OF THE EDUCATIONAL COURSE ON "MANAGEMENT"

Content module 1. Conceptual foundations of management

Theme 1. Concept and essence of management

Definition, meaning and features of management. Principles of management. Functions of management. Levels of management. Model and responsibilities of manager. Types of managers. Managerial roles.

Theme 2. Evolution of the theory and practice of management

Historical development of pre-conditions of modern management. Modern theories of management (classical management school, neo-classical management school, modern management school). Scientific school. Administrative theory. Quantitative approach. Human relations/behavioural schools. System approach. Contingency approach. Contemporary approaches.

Theme 3. Planning as a function of management

Nature, purpose and importance of planning. Principles of planning. Planning

process. Steps in the planning process (awareness of opportunities; determining the mission, purpose and goals; identifying alternatives; comparing alternatives in the light of goals sought; choosing an alternative; formulating supportive plans; developing budgets). Types of planning (purpose/mission; goals; strategies; policies; procedures and rules; programmes; budgets). Differences between strategic, functional and operational planning. Mission and objectives/goals of organization as the main task of planning. Advantages and limitations of planning. Business objectives/goals and characteristics of goals.

Theme 4. Organizing as a function of management

Nature and purpose of organizing. Bases of departmentation. Span of management. Determinants of span of management. Basic principles of organizing. Types of structures. Work specialization. Rotation. Enlargement. Enrichment. Work teams. Departmentalization (functional, process, product/service, geographic, customer). Co-ordination. Chain of command. Bases of delegation. Kinds of delegation and decentralization. Methods of decentralization. Principles of effective delegation. Problems in delegating and how to solve them. Centralization, decentralization and divisionalization. Factors determining the degree of centralization and decentralization. Advantages and disadvantages of decentralization. Matrix and divisional organizational structure. Differentiation between line-and staff roles. Responsibilities and authority levels. Line and staff relationship. Formal and informal groups. Organizational culture

Theme 5. Motivating as a function of management

Definition and meaning of motivation. Process of motivating. Classification of motives. Concepts of motivating (need, drive and goal). Motivational theories: content theories (Maslow, Herzberg, McGregor, McClelland); process theories (Vroom). Motivating tools and rewards. Ways in which managers can motivate. Essential strategies to create a motivating climate in organization.

Theme 6. Control as a function of management

Definition, concept and nature of control. Importance of control. Steps in the control process. Areas of control. Resources that should be controlled (inventory; finances; information; human resources). Planning-controlling link. Characteristics of a good control system. Control measurements. Control techniques. Human aspects of control. Control as a feedback system. Feed forward control. Preventive control. Profit and loss control. Control through return on investment. Courses of action in control. Requirements and barriers to effective controlling. Relationship between planning and control.

Content module 2. Technologies and socio-psychological aspects of management

Theme 7. Communication

Definition, meaning and essence of communication. Communication process.

Communication model. Levels of communication. Types of communication. Communication problems (barriers) and how to solve them. Vertical, horizontal, and diagonal communications. Internal and external communication. Organization of effective communication.

Theme 8. Decision making

Definition, meaning and essence of decision making. Decision making process (classical decision model, rational decision making). Decision making steps. Types of decisions. Assumptions of rational decision making. Intuitive decision making. Decision making conditions. Decision making styles and biases by managers. Managerial decision making model. Barriers to effective decision making.

Theme 9. Leadership and team leading

Leader and leadership. Research on leadership traits. Leadership theories. Behavioral leadership theory. Fiedler's model of leadership. Situational leadership theory. Leader participation model. Transactional leaders vs. transformational leaders. Path-Goal theory. Charismatic and visionary leadership. Kinds of leadership. Attributes of an effective leader. Components of leadership (authority and power). Leader vs. Manager. Team leadership and team building. Types of group. Group development. Group performance and satisfaction. Group think and social loafing. Group decision making.

Theme 10. Managing conflicts and stress

Definition and essence of conflict. Effects of conflict. Types and levels of conflict. Conflict management. Definition and nature of stress. Causes, sources and effects of stress. Classification of stress. Managing stress

4. STRUCTURE OF CREDIT OF THE COURSE "MANAGEMENT" (full-time)

	Number of hours					
	Lectures	Practical classes	Independent work	Training	Individual work	Control measures
Content module 1. Conceptual foundations of management						
Theme 1. Concept and essence of management	2	2	6	4		Tests, oral reports
Theme 2. Evolution of the theory and practice of management	4	4	8		1	Tests, oral reports, solving practical tasks
Theme 3. Planning as a function of management	4	4	8			Tests, oral reports, solving practical tasks

Theme 4. Organizing as a function of management	4	4	8			Tests, oral reports, solving practical tasks
Theme 5. Motivating as a function of management	4	4	8		1	Tests, oral reports, solving practical tasks
Theme 6. Control as a function of management	2	2	8			Tests, oral reports, solving practical tasks
Content module 2. Technologies and socio-psychological aspects of management						
Theme 7. Communication	4	4	8	4	1	Tests, oral reports, solving practical tasks
Theme 8. Decision making	2	2	8		1	Tests, oral reports, solving practical tasks
Theme 9. Leadership and team leading	2	2	8			Tests, oral reports, solving practical tasks
Theme 10. Managing conflicts and stress	2	2	8			Tests, oral reports, solving practical tasks
Total	30	30	78	8	4	

(part-time)

	Number of hours		
	Lectures	Practical classes	Independent work
Content module 1. Conceptual foundations of management			
Theme 1. Concept and essence of management	0,5	0,5	12
Theme 2. Evolution of the theory and practice of management	0,5	0,5	14
Theme 3. Planning as a function of management	1	0,5	14
Theme 4. Organizing as a function of management	1	0,5	14
Theme 5. Motivating as a function of management	1	0,5	14
Theme 6. Control as a function of management	1	0,5	14
Content module 2. Technologies and socio-psychological aspects of management			
Theme 7. Communication	1	0,5	14
Theme 8. Decision making	1	0,5	14

Theme 9. Leadership and team leading	0,5		14
Theme 10. Managing conflicts and stress	0,5		14
Total	8	4	138

5. THEMES OF PRACTICAL CLASSES

Practical class №1

Theme: Concept and essence of management

Purpose: to master the concept and essence of management

Issues for discussion:

1. Definition, meaning and features of management.
2. Principles of management. Functions of management.
3. Levels of management.
4. Model and responsibilities of manager.
5. Types of managers. Managerial roles.

Practical class №2-3

Theme: Evolution of the theory and practice of management

Purpose: to master the knowledge of evolution of the theory and practice of management

Issues for discussion:

1. Historical development of pre-conditions of modern management.
2. Modern theories of management.
3. Scientific school.
4. Administrative theory.
5. Quantitative approach.
6. Human relations/behavioural schools.
7. System approach.
8. Contingency approach.
9. Contemporary approaches.

Practical class №4-5

Theme: Planning as a function of management

Purpose: to master the knowledge of planning as a function of management

Issues for discussion:

1. Definition, nature and meaning of planning
2. Principles of planning
3. Process of planning
4. Types of plans
5. Importance and advantages of planning
6. Limitation of planning
7. Defining mission and objectives/goals of organization as the main task of

planning

Practical class № 6-7

Theme: Organizing as a function of management

Purpose: to master the knowledge of organizing as a function of management

Issues for discussion:

1. Definition and meaning of organizing
2. Importance of organizing
3. Principles and process of organizing
4. Types and elements of organizational structure
5. Formal and informal groups
6. Organizational culture

Practical class № 8-9

Theme: Motivating as a function of management

Purpose: to master the knowledge of motivating as a function of management

Issues for discussion:

1. Definition and meaning of motivation
2. Process of motivating
3. Classification of motives
4. Importance of motivating
5. Motivating tools and rewards
6. Theories of motivation
7. Essential strategies to create a motivating climate in organization

Practical class №10-11

Theme: Control as a function of management

Purpose: to master the knowledge of control as a function of management

Issues for discussion:

1. Definition, meaning and essence of control
2. Features of control
3. Areas and importance of control
4. Management control process
5. Types of control
6. Requirements and barriers to effective control
7. Relationship between planning and control

Practical class № 11-12

Theme: Communication

Purpose: to master the knowledge of communication in the organization

Issues for discussion:

1. Definition, meaning and essence of communication
2. Communication process
3. Types of communication

4. Levels of communication
5. Barriers of communication
6. Organization of effective communication

Practical class №13

Theme: Decision making

Purpose: to master the knowledge of decision making in organization

Issues for discussion:

1. Definition, meaning and essence of decision making
2. Types of decisions
3. Decision making process
 - 3.1. Classical decision model
 - 3.2. Rational decision making
4. Decision making steps
5. Barriers to effective decision making
6. Group decision making
7. Decision making tools

Practical class №14

Theme: Leadership and team leading

Purpose: to master the fundamentals of leadership and team leading

Issues for discussion

1. Definition, meaning and essence of leadership
2. Leadership theories
3. Styles of leadership
4. Attributes of an effective leader.
5. Team leadership and team building
6. Leadership vs Management

Practical class №15

Theme: Managing conflicts and stress

Purpose: to master the knowledge of managing conflict and stress

Issues for discussion:

1. Definition and essence of conflict
2. Effects of conflict
3. Types and levels of conflict
4. Conflict management
5. Definition and nature of stress
6. Causes, sources and effects of stress
7. Classification of stress
8. Managing stress

6. TRAINING ON THE COURSE

Training on the course of "Management" is a form of all-embracing practical tasks, fulfillment of which requires mastering the contents of definite themes of the course and obtaining the skills to use the acquired knowledge by means of carrying out specific tasks.

Organization and procedure of training

1. The introductory part. Updating the topic of the training session and structuring the process of its implementation. Acquaintance of students with the purpose of the training, its tasks, procedure, and expected results. Presentation of the training program.

2. Organizational part. Establishing training rules, forming small working groups (3-5 groups), defining tasks and assigning roles. Providing the participants of training with handouts: tables, document forms, algorithms of conducting, instructions.

3. Practical part. Carrying out training tasks in small groups using basic and innovative methods of conducting training on a specific topic (problem). Preparation of presentation materials based on the results of the training task.

4. Summing up. Presentation of practical work in small groups. Discussion of the results of the tasks, exchange of opinions on the issues of the training topic, summing up, evaluation of the effectiveness of work in groups and achievement of training goals.

Training tasks:

1. Theoretical Overview. Begin with a theoretical overview of the four management functions (planning, organizing, motivating, controlling). Students will review key concepts and frameworks related to each function.

2. Function Analysis Assignment. Analyze a given organizational case to identify and describe how each of the four management functions is applied. Students will write a brief report highlighting the implementation and effectiveness of each function.

3. Planning Exercise. Develop a detailed plan for a hypothetical project or organizational initiative. Include objectives, strategies, resource allocation, and timelines. Present the plan to the group and receive feedback.

4. Organizing Activity. Create an organizational chart for a hypothetical company or department, illustrating how tasks and responsibilities are distributed. Discuss how this structure supports effective organizing.

5. Motivation Strategies Workshop. Design a motivational strategy for improving employee engagement in a given scenario. Students will create a plan that includes specific motivational techniques and approaches, then present their strategies to the group.

6. Control Mechanisms Simulation. Simulate the implementation of control

mechanisms to monitor project progress or organizational performance. Students will identify key performance indicators (KPIs) and develop a control system, including methods for tracking and reporting.

7. Role-Playing Scenarios. Participate in role-playing exercises where students assume different management roles and address scenarios involving planning, organizing, motivating, and controlling. Discuss the outcomes and effectiveness of their approaches.

7. INDEPENDENT WORK

Independent work in the discipline "Management" includes 7 tasks, covering all topics of the discipline. Tasks are carried out independently by each student. The selection of the research object (enterprise or organization) for the tasks is made by the student independently (based on the student's scientific interests) and must be approved by the instructor.

Independent work includes the following tasks to be completed by students:

1. To analyze the state and tendencies of the development of an enterprise or an organization, to define the system of factors which influence it on the basis of study of educational and scientific literature, monographs, reference books, analysis of the statistic data of a particular company or organization

2. To outline the problems and imbalances in the development of the object. To characterize the environment of its development, outlining its strengths and weaknesses, threats and opportunities. At this stage, the analysis of external and internal environment is carried out, diagnosing of problematic situation (by means of SWOT - analysis, using matrix of Boston Consulting Group, matrix "Mc Kinsey - General Electric"). It is required to give schemes.

3. To describe the organization structure of the enterprise (organization) and its peculiarities.

4. To describe the peculiarities of exercising the main functions of management in a researched enterprise or organization (planning, motivating, controlling).

5. To identify and diagnose a problematic situation at the enterprise or in the organization.

6. On the basis of solving a problematic situation to substantiate measures of improvement of the enterprise (organization) activities. To specify the necessary management at the enterprise to get an efficient managerial system.

7. To prepare an analytical summary and develop a draft of management decision, which should substantiate suggestions concerning improvement of management of the object.

8. ASSESSMENT TOOLS AND METHODS OF DEMONSTRATION OF STUDYING RESULTS

The following assessment methods are used in the process of studying the course "Management":

- standardized tests;
- oral reports;
- presentations of completed tasks and research results;
- team projects;
- assessment of module work;
- evaluation of training results;
- evaluation of independent work results;
- exam.

9. CRITERIA, FORMS OF CURRENT AND FINAL CONTROL

The final score (on the basis of the 100-point scale) of the course "Management" is defined as the average value depending on the proportion of each component of the test credit.

Modul 1		Modul 2		Modul 3	Modul 4	Modul 5
10%	10%	10%	10%	5%	15%	40%
Current assessment	Modul control	Current assessment	Modul control	Training	Independent work	Exam
The mark is determined as the arithmetic mean of the scores (for tests, oral reports, tasks) obtained during classes from the 1st to the 6th topic. Each student should be evaluated at least once every two seminars.	The modul work consists of 2 theoretical questions (25 points each) and a practical task (50 points).	The mark is determined as the arithmetic mean of the scores (for tests, oral reports, tasks) obtained during classes from the 7th to the 10th topic. Each student should be evaluated at least once every two seminars.	The modul work consists of 2 theoretical questions (25 points each) and a practical task (50 points).	The mark is determined as the arithmetic mean of the scores obtained during the completion of training tasks.	The grade is determined as the arithmetic mean of the scores obtained for completing the independent work tasks.	Two theoretical questions worth 30 points each and one practical task - 40 points.

Scale of the WUNU	National scale	Scale of ECTS
90-100	Excellent	A (excellent)
85-89	Good	B (very good)
75-84		C (good)
65-74	Satisfactory	D (satisfactory)
60-64		E (enough)
35-59	Unsatisfactory	FX (unsatisfactorily with the possibility of assessment)
1-34		F (unsatisfactorily with the obligatory repeated course)

11. TOOLS, EQUIPMENT AND SOFTWARE USING OF WHICH LEARNING THE COURSE ENVISAGES

№	Name	Topic number
1	Multimedia support for delivering lectures Presentation materials in PowerPoint. Projector	1-10
2	Package of basic information technology application programs: MS Office;	1-10
3	Telecommunication software (Internet Explorer, Opera, Google Chrome, Firefox)	1-10
4	Moodle.wunu.edu.ua platform	1-10
5	ZOOM; Google Meet	1-10

RECOMMENDED SOURCES OF INFORMATION

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