

## Work programme of the discipline:

<b>Course title</b>	INTRODUCTION TO MANAGEMENT
<b>Level of higher education (degree)</b>	FIRST (BACHELOR)
<b>Field of study</b>	07 MANAGEMENT AND ADMINISTRATION
<b>Major</b>	073 MANAGEMENT
<b>Program subject area</b>	MANAGEMENT (ENGLISH)
<b>Status of the discipline</b>	Compulsory
<b>Mode of studies</b>	FULL-TIME, PART-TIME, E-LEARNING
<b>Total number of hours/ ECTS credits</b>	150 HOURS /5 ECTS CREDITS
<b>Language of instruction</b>	ENGLISH
<b>Lecturer</b>	TOKAR VOLODYMYR VOLODYMYROVYCH PROFESSOR, DR.SC. (ECON.), PH.D.
<b>Lecturer's profile</b>	<a href="https://www.krok.edu.ua/ua/pro-krok/spivrobitniki/tokar-volodimir-volodimirovich">https://www.krok.edu.ua/ua/pro-krok/spivrobitniki/tokar-volodimir-volodimirovich</a>
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<b>Consultations</b>	<b>Online Consultancy: Mondays (7:00–8:00 p.m. Kyiv Time)</b> <a href="https://knote-edu-ua.zoom.us/j/88471997303?pwd=0SBrHLRh48pamhw9tqzqhKeXFIZ6Ja.1">https://knote-edu-ua.zoom.us/j/88471997303?pwd=0SBrHLRh48pamhw9tqzqhKeXFIZ6Ja.1</a> <b>Meeting ID:</b> 884 7199 7303 <b>Passcode:</b> 219748

### 1. Brief summary of the course

This course provides an introduction to management as the science, art and practice. Topics include theory and practice of management, evolution of management thought, planning, decision-making, nature and purpose of organizing, authority and decentralization, staffing, human factors and motivation, leadership, committees in management, communication, and controlling.

### 2. Learning outcomes

#### General Competencies (GS):

**GS 3.** Ability to abstract thinking, analysis, synthesis.

**GS 5.** Knowledge and understanding of the subject area and understanding of professional activity.

**GS 9.** Ability to learn and master modern knowledge.

**Professional Competencies (PC):**

**PC 2.** Ability to analyze the results of the organization, to compare them with the factors of external and internal environment.

**PC 5.** Ability to manage the organization and its departments through the implementation of management functions.

**PC 7.** Ability to choose and use modern management tools.

**Program learning outcomes (PLO):**

**PLO 3.** Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

**PLO 6.** Demonstrate skills of search, collection and analysis of information, calculation of indicators to justify managerial, innovation and investment decisions.

**IC.** Ability to solve comprehensive specialized problems and practical problems characterized by complex and uncertain conditions, in the field of management or in the learning process, which involves the use of theories and methods of social and behavioral sciences.

**3. Course scope**

Type of class	Total number of hours/ ECTS credits - 150 HOURS /5 ECTS CREDITS		
Total number of hours / mode of studies	full-time	part-time	e-learning
lectures	28	14	14
seminars / practical / laboratory classes	22	7	7
Individual work	100	129	129
Credit	Credit		

**4. Prerequisites**

There are no prerequisites required for this course.

**5. Hardware and software**

PC / laptop, Internet access, camera, microphone

**6. Course policies** – students must adhere to a code of academic integrity:

<https://int.krok.edu.ua/images/download/code-of-academic-integrity-2025.pdf>

Academic integrity is the presentation of one's own work and the proper recognition of the contribution of others.

Any violation of this principle constitutes academic dishonesty and may result in poor evaluation and disciplinary action.

**Forms of academic dishonesty include:**

- Plagiarism - presenting all or part of someone else's work as one's own in an academic exercise, such as an exam, a computer program, or a written assignment.
- Fraud - Using or attempting to use unauthorized materials during an exam or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) a copy of an examination or exam answers.

- Promoting academic dishonesty - helping others commit an act of dishonesty, such as replacing an exam or completing a task for someone else.
- Fabrication - modification or transfer, without permission, academic information, or records.

## **7. Programme of the course**

### **Module #1**

#### **Topic 1. The Essence of Management: Science, Theory, and Practice**

Definition of Management. Planning, organizing, leading, and controlling. Achieving organizational goals with efficient resource use. Nature and Purpose of Management. Universality and application in diverse organizations. Coordinating efforts to achieve objectives. Efficient and effective utilization of resources. Managing: science or art. Management as a systematic body of knowledge (science). Management as creative application in practice (art). Managerial skills and organizational hierarchy. Technical, human, and conceptual skills. Importance of skills at different management levels. Functions of managers. Planning, organizing, staffing, leading, and controlling.

#### **Topic 2. The Evolution of Management Thought**

Frederick Taylor and Scientific Management. Principles of scientific management: replacing rules of thumb with science, harmony in group action, cooperation, and maximum output. Followers of Taylor. Contributions of Gantt, Gilbreth, and others in cost-effectiveness and productivity. Contributions of Fayol. Administrative theory and principles such as division of labor, unity of command, and esprit de corps. Emergence of Behavioral Science. Recognition of social and psychological needs through studies like Hawthorne Experiments. Recent Contributions to Management Thought. Focus on human resources, Theory Z, and studies of excellent companies. Changing Environment of Management. Adapting to global factors and dynamic environments. Social and Ethical Responsibilities of Managers. Accountability and promotion of equitable practices.

#### **Topic 3. Planning**

Nature, types, and steps of planning. Importance of planning in achieving organizational goals and adapting to environmental changes. Nature of objectives. Hierarchical objectives guiding organizational efforts and activities. Management by Objectives (MBO). Collaborative goal-setting process for measurable and participative objectives. Nature and purpose of strategies and policies. Strategies as frameworks for long-term objectives and policies as guidelines for decision-making. The strategic planning processes. Systematic steps including goal-setting, environmental analysis, strategy formulation, and evaluation. Major kinds of strategies and policies. Corporate, business, and functional strategies and their role in achieving objectives. Effective implementation strategies. Ensuring alignment of strategies with organizational goals and gaining employee support for success.

#### **Topic 4. Decision Making**

Importance and limitations of rational decision making. Rationality as a logical, unemotional approach to evaluating alternatives with bounded rationality reflecting real-world constraints. Decision making under certainty, risks, and uncertainty. Conditions of certainty with predictable outcomes; risk involving probability estimations; and uncertainty requiring assumptions or additional data. Systems approach to decision making. Holistic perspective emphasizing the interconnectedness of organizational components and environmental factors in decision-making processes.

#### **Topic 5. The Nature and Purpose of Organizing - Basic Departmentation**

Formal and informal organization. Structured systems established by management and spontaneous relationships formed among employees. Organizational division and the department. Grouping activities and resources to achieve objectives. Structure and process of organizing. Activity identification, grouping, responsibility assignment, and coordination establishment. Span of management. Determining the number of subordinates. Departmentation by time, enterprise function, geography, product, customer, and matrix organization. Division tailored to operational and strategic needs through specific criteria.

### **Topic 6. Line/Staff Authority and Decentralization**

Concepts of line and staff authority. Direct supervisory relationships (line) and advisory roles (staff). Benefits and limitations of staff. Assistance in achieving objectives versus potential for conflict and miscommunication. Decentralization of authority. Distribution of decision-making powers across organizational levels. Degrees of decentralization. Variation based on cost of decisions, uniformity of policies, and organizational size. Delegation of authority. Assignment of tasks and responsibility along with the necessary authority to complete them. Factors determining degrees of decentralization. Considerations include decision cost, uniformity of policies, organizational size, and leadership philosophy. Making staff work effective. Clear definitions of roles, responsibilities, and authority with proper training and communication. Promoting an appropriate organizational culture. Creating an environment supportive of decentralized decision-making and empowerment. Contingencies in organizing. Adapting authority structures to environmental and organizational dynamics.

### **Topic 7. The Nature and Purpose of Staffing**

Definition and purpose of staffing. Ensuring the right people fill positions in the organizational structure. Overview of staffing functions. Recruitment, selection, training, and performance appraisal. Situational factors affecting staffing. Influence of external and internal conditions. Skills and personal characteristics needed by managers. Technical, human, conceptual, diagnostic, and analytical skills. Recruitment, selection, promotion, demotion, and transfer. Processes to acquire, assess, and adjust human resources effectively.

## **Module #2**

### **Topic 8. Understanding Human Factors in Management**

Human Factors in Managing. Importance of interpersonal relationships, communication, and team dynamics in achieving organizational goals. Influence of cultural diversity, employee behavior, and workplace environment on managerial effectiveness.

### **Topic 9. Motivation and Motivational Techniques**

Motivation and motivators. Theories of motivation. Maslow's hierarchy of needs. Herzberg's two-factor theory. McClelland's achievement theory. Special motivational techniques. Rewards, recognition, job enrichment, participative management, and flexible work arrangements.

### **Topic 10. Leadership**

Definition of leadership. The process of influencing others to achieve organizational goals. Ingredients of leadership. The ability to use power responsibly, inspire, and develop a motivating environment. Styles and functions of leadership. Leadership styles such as autocratic, democratic, and free-rein, and their functions in guiding teams and achieving goals. Trait approach to leadership. Focus on inherent characteristics such as confidence, intelligence, and charisma. Situational or contingency approaches to leadership. Emphasis on adapting leadership style to specific organizational contexts and needs.

### **Topic 11. Committees and Decision Making**

Nature of committees. Reasons for using committees. Disadvantages of committees. The plural executive and board of directors. Misuse of committees. Successful operation of committees.

### **Topic 12. Communication**

Definition of communication. Communication process. Barriers and breakdowns in communication. Strategies for effective communication. Role of electronic media in communication.

### Topic 13. The System of Controlling

Basic control process. Steps in setting standards, measuring performance, and correcting deviations. Initial control points and standards. Establishing benchmarks and performance criteria to monitor progress. Control as a feedback system. Using feedback loops to compare results with standards and implement improvements.

### Topic 14. The Process of Controlling

Requirements for effective control. Characteristics like timeliness, accuracy, and relevance for optimal control systems. Control techniques, including budgets and traditional non-budgetary control devices. Use of financial planning tools and other control mechanisms like audits, performance reports, and statistical methods to achieve organizational goals.

## 8. Course scheme

Topic	Number of hours									Control form
	Full-time			Part-time			E -learning			
	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	
Module # 1										
Topic 1. The Essence of Management: Science, Theory, and Practice	2	2	7	2	1	9	2	1	9	S, T, CS, P
Topic 2. The Evolution of Management Thought	2	2	7			10			10	S, T, CS, P
Topic 3. Planning	2	2	7			10			10	S, T, CS, P
Topic 4. Decision Making	2	2	7	2	1	9	2	1	9	S, T, CS, P
Topic 5. The Nature and Purpose of Organizing - Basic Departmentation	2	2	7			10			10	S, T, CA, CS, P
Topic 6. Line/Staff Authority and Decentralization	2	2	7	2	1	9	2	1	9	S, T, CA, CS, P
Topic 7. The Nature and Purpose of Staffing	2		7			9			9	S, T, CA, CS, P
Module # 2										
Topic 8. Understanding Human Factors in Management	2	2	7	2	1	9	2	1	9	S, T, CA, CS, P
Topic 9. Motivation and Motivational Techniques	2		8			9			9	IA, S, T, CA, CS, P
Topic 10. Leadership	2	2	7	2	1	9	2	1	9	S, T, CA, CS, P
Topic 11. Committees and Decision Making	2	2	7			9			9	S, T, CA, CS, P
Topic 12. Communication	2	2	7	2	1	9	2	1	9	S, T, CS

Topic 13. The System of Controlling	2	2	7	2	1	9	2	1	9	IA, S, T, CA, CS, P
Topic 14. The Process of Controlling	2		8			9			9	IA, S, T, CA, CS, P
<b>Total hours</b>	<b>28</b>	<b>22</b>	<b>100</b>	<b>14</b>	<b>7</b>	<b>129</b>	<b>14</b>	<b>7</b>	<b>129</b>	-
<b>FINAL CONTROL/ Credit</b>	<b>Credit</b>									-
<b>TOTAL</b>	<b>150</b>		<b>150</b>			<b>150</b>			<b>-</b>	

### **Control form**

IA – individual assignments

S – survey

T – test, mid-term tests

CA – calculation assignments

CS – solving case-studies

P – oral presentation

E - exam

### **9. Individual tasks**

Individual tasks are an integral part of the educational process, as they contribute to the development of analytical skills, creative thinking and independence of students.

<b>Content of an individual educational and research task (educational project)</b>
<p>The individual task consists of three types of questions. Task options are posted on the Moodle platform:</p> <ol style="list-style-type: none"> <li><b>Open Question</b> <ul style="list-style-type: none"> <li>Requires a comprehensive, well-detailed answer based on theoretical knowledge and analysis of additional information.</li> <li>Assesses your understanding of the topic, your ability to express your own opinions, and your skill in arguing and supporting your position.</li> </ul> </li> <li><b>Calculation Task</b> <ul style="list-style-type: none"> <li>Involves performing specific calculations using formulas or economic models.</li> <li>Evaluates your knowledge of economic methods and your ability to apply them in practice.</li> </ul> </li> <li><b>Situational Task</b> <ul style="list-style-type: none"> <li>Presents a real-life economic problem or case study that must be analyzed with a proposed solution.</li> <li>Tests your capacity to apply theoretical knowledge to practical problems and make informed decisions.</li> </ul> </li> </ol> <p>Requirements for completing the task</p> <ul style="list-style-type: none"> <li><b>Logical Structure:</b> Answers should be clearly organized and include an introduction, main body, and conclusion.</li> <li><b>Strong Argumentation:</b> Every statement should be well-supported with logical arguments and references to credible sources.</li> <li><b>Accuracy:</b> Ensure calculations are precise and presented with appropriate units of measurement.</li> <li><b>Originality:</b> All responses must be your own work and free of plagiarism.</li> <li><b>Formatting:</b> The task must adhere to the formatting guidelines specified on the Moodle platform.</li> </ul>

### **10. Teaching methods**

In the process of studying the discipline “Introduction to Management” various types of educational activities, teaching methods, and technologies are utilized to enhance student learning and engagement.

Types of educational activities:

1. Lectures. Sessions where the lecturer provides theoretical and practical material, introducing fundamental management concepts, principles, and tools.

2. Seminars. Interactive classes where students engage in discussions, analyze case studies, and participate in group activities to deepen their understanding of management topics.



3. Practical classes. Sessions that focus on applying management techniques and tools to solve real-world problems.

Teaching methods and technologies:

1. Presentations and multimedia materials. Incorporating slides, videos, and visual aids to improve comprehension and make the learning process more engaging.
2. Active learning methods. Encouraging student participation through group projects, discussions, role-playing exercises, and brainstorming sessions that foster active involvement and collaboration.
3. Case method. Using real-world management scenarios for analysis, enabling students to apply theoretical knowledge, develop critical thinking, and enhance decision-making skills.

Use of information technologies. Leveraging interactive learning platforms and digital tools to provide an enriched and modern educational experience.

### 11. Control methods

Control measures are used to determine the success of training. Control measures include mid-term tests (3) and final control.

Mid-term tests are carried out during practical (seminar) classes and is aimed at checking the level of preparedness of the student to perform a specific task.

The final control is carried out to evaluate the learning results after the end of the study of the discipline (semester control) or modules separated according to the working curriculum.

During the study of this course, the following forms of current control are used: mid-term tests.

When studying this course, the following form of semester control is used: credit.

### 12. Distribution of points received by students

Evaluation of student learning results is carried out according to the University scale (0-100 points) and the national scale.

General course evaluation system: Participation in the work during the semester / final test – 60%/40%

All tasks must be written independently, plagiarism is prohibited, no references or citations are required. The quality and originality of your arguments are evaluated. The assignments should be presented in Moodle.

### 13.1. Scoring scheme for the course

Type of educational activity	Max score	Max total score
Modules #1 & #2		
Solving case-studies (1 x 5 points)	5	
Calculation assignments (2 x 2,5 points)	5	
Surveys / Test (1 x 5 points)	5	
Oral presentation (1 x 5 points)	5	
Individual work (1 x 10 points)	10	
Mid-term test (3 x 10 points)	30	
<b>Total for modules #1 &amp; #2</b>	<b>60</b>	
<b>Final test</b>		<b>40</b>
<b>Total for the course</b>		<b>100</b>

### 13.2. Conditions for awarding points

1. Solving case-studies (Maximum Score – 5 Points)

- Completeness of the Solution (2 Points): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.

- Accuracy of Answers (2 Points): All numerical data and calculation results must be accurate.

- Clarity of Presentation (1 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.

2. Calculation assignments (Maximum Score – 2,5 Points)

- Completeness of the Solution (1 Point): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.
- Accuracy of Answers (1 Point): All numerical data and calculation results must be accurate.
- Clarity of Presentation (0,5 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.
- 3. Tests (Maximum Score – 5 Points)
  - Number of Correct Answers (5 Points): Students receive 0,25 points for each correct answer (total number of tests per session is 20).
- 4. Survey (Maximum Score – 5 Points)
  - Correctness of Answers (3 Points): Answers to questions must be accurate and correct.
  - Coverage of the Topic (2 Points): Answers should demonstrate knowledge of all key aspects of the topic.
- 5. Oral presentation (Maximum Score – 5 Points)
  - Substance (2 Points): Completeness and depth of topic coverage, inclusion of relevant data and examples.
  - Visual Presentation (2 Points): Quality of slides, use of graphics, clarity, and aesthetics.
  - Communication Skills (1 Point): Ability to convey information to the audience, respond to questions, and engage listeners.
- 6. Individual Work (Maximum Score – 10 Points)
  - Depth of Research (3 Points): Quality of topic analysis, use of various sources of information and literature.
  - Structure and Formatting (2 Points): Adherence to formatting requirements, logical structure of the work, correctness of citations.
  - Originality and Creativity (2 Points): Presence of personal conclusions, recommendations, and interesting ideas.
  - Responses to Questions (3 Points): Engagement in presenting work results, participation in discussions, and feedback.
- 7. Mid-term tests (Maximum Score – 10 Points)
  - Number of Correct Answers (10 Points): Students receive 0,5 points for each correct answer (total number of tests per session is 20).

### 13.3. Final assessment criteria

University scale	Ukrainian Grade
90 and higher	excellent
70–89	good
50–69	satisfactory
1–49	unsatisfactory

### 14. Methodological provision

Attention Students:

All educational and methodological materials, including lecture plans, video recordings, presentations, seminar assignments, case studies, and more, are available in the Moodle course “Introduction to Management” (Volodymyr Volodymyrovych Tokar) at the following link: <https://dist.krok.edu.ua/course/view.php?id=1995>

### 15. Recommended literature

#### Basic

1. Islam, M., Khan, A. A., & Islam, M. A. (2023). *Principles of Management* (6th ed.). Abir Publications.

#### Additional

1. OpenStax. (2021). *Principles of Management*. OpenStax. <https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofManagement-OP.pdf>.
2. Kinicki, A., & Williams, B. K. (2023). *Management: A Practical Introduction* (10th ed.). McGraw-Hill Education.
3. Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2022). *Fundamentals of Management: Essential Concepts and Applications* (12th ed.). Pearson.
4. Griffin, R. W. (2022). *Management* (14th ed.). Cengage Learning.
5. Bateman, T. S., & Konopaske, R. (2022). *Management: Leading & Collaborating in a Competitive World*



(14th ed.). McGraw-Hill Education.

#### **16. Additional information on the discipline (educational component)**

Certificates of completion for distance or online courses on the relevant topics may be credited provided that the requirements outlined in the corresponding regulation are met.

##### **Work programme of the discipline:**

Compiled by: Professor of the Department of International Business, Doctor of Economic Sciences, PhD in Economics, Professor Volodymyr Tokar.

Approved: at the meeting of the Department of International Business (Protocol No. 2 dated September 17, 2024).