Work programme of the discipline:

Course title	**ADMINISTRATIVE MANAGEMENT**
Level of higher education (degree)	FIRST (BACHELOR)
Field of study	07 MANAGEMENT AND ADMINISTRATION
Major	073 MANAGEMENT
Program subject area	MANAGEMENT (ENGLISH)
Status of the discipline	Elective
Mode of studies	FULL-TIME, PART-TIME, E-LEARNING
Total number of hours/ ECTS credits	150 HOURS /5 ECTS CREDITS
Language of instruction	ENGLISH
Lecturer	TOKAR VOLODYMYR VOLODYMYROVYCH PROFESSOR, DR.SC. (ECON.)., PH.D.
Lecturer's profile	https://www.krok.edu.ua/ua/pro-krok/spivrobitniki/tokar-volodimir-volodimirovich
Tel. number	+380983805107
E-mail	vvtokar@krok.edu.ua
Consultations	**Online Consultancy: Mondays (7:00–8:00 p.m. Kyiv Time)** https://knute-edu-ua.zoom.us/j/88471997303?pwd=0SBrHLRh48pamhw9tqzqhKeXFlZ6Ja.1 **Meeting ID:** 884 7199 7303 **Passcode:** 219748

1. Brief summary of the course

This course delves into the essential role of administrative management in supporting organizational effectiveness and efficiency. It offers a comprehensive exploration of the core principles, practices, and challenges that define modern administrative functions. Students will examine critical topics such as information and knowledge management, conducting effective meetings, office design and layout, and quality administrative management, with a strong emphasis on their practical application in real-world scenarios.

The curriculum also addresses advanced concepts, including organizing in the administrative function, problem-solving and decision-making, and risk and safety management, equipping students with the skills needed to navigate complex organizational environments.

Through a combination of theoretical insights and practical tools, students will develop competencies in optimizing administrative systems, fostering organizational productivity, and ensuring compliance with safety and quality standards. By integrating systems thinking and

contemporary trends, such as total quality management (TQM) and innovative office layouts, the course prepares students to take on leadership roles in managing administrative processes effectively.

2. Learning outcomes

Not available

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

Students enrolling in this course should have a foundational understanding of management principles, organizational structures, and basic decision-making processes. Familiarity with concepts from business communication, and workplace dynamics is recommended. Additionally, prior exposure to topics such as information systems, and problem-solving techniques will be beneficial.

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: Foundations of Administrative Management

Topic 1. The Role of Administrative Management within an Organization

Definition of administrative management. Importance of the management and administrative functions within organizations. The role of administrative managers in supporting organizational goals. Relationship between administrative and other organizational functions. Emerging trends shaping the future of administrative management.

Topic 2. Information and Knowledge Management

Definition of information and its significance in modern management. Characteristics of valuable information: accessibility, accuracy, completeness, relevance, and timeliness. Overview of knowledge management, including knowledge repositories and creating knowledge-sharing environments. Differences between information and knowledge and their management implications.

Topic 3. Advanced Communication Strategies

Exploring innovative communication tools and technologies. Enhancing clarity and precision in professional communication. Managing communication in virtual and hybrid work environments. Importance of feedback and listening in effective communication. Fostering a culture of open communication.

Topic 4. Conducting Effective Meetings

Definition and purpose of meetings. Objectives of meetings and their role in organizational decision-making. Nine stages in the cycle of meetings. Types of meetings and their distinctions. Preparation steps, including drawing up a notice and agenda. Roles and responsibilities of the chairperson and secretary before, during, and after the meeting. Basic meeting terminology and procedural guidelines. Techniques for taking and drafting accurate meeting minutes.

Topic 5. Office Design and Layout

Definition of office design and layout. Importance of an effective office layout for workflow, productivity, and employee morale. Principles of office layout, including space utilization, workflow efficiency, and ergonomic considerations. Steps in planning office layouts, such as scaling floor plans, workstation arrangement, and equipment placement. Types of office layouts: open-plan, landscape, and private offices. Trends in office design, such as modular layouts and virtual offices. Role of furniture and equipment in layout planning. Facilities management, including space planning, asset management, and operational services.

Topic 6. Sustainable Office Practices

Definition and principles of sustainability in office environments. Importance of adopting green office practices. Strategies for reducing waste, conserving energy, and utilizing sustainable resources. Impact of sustainability on organizational reputation and employee morale. Examples of sustainable initiatives in administrative offices.

Topic 7. Managing the Virtual Workplace

Definition and evolution of the virtual workplace. Key features and advantages of virtual offices. Managing virtual employees and fostering productivity. Tools and technologies supporting virtual work environments. Challenges in the virtual workplace and strategies to address them.

Module #2: Operational Excellence in Administrative Management
Topic 8. Quality Administrative Management

Definition of quality, quality management, and total quality management (TQM). Importance of administrative systems and processes in supporting TQM. Role of the administrative manager in creating a stable

administrative environment. Concepts of systems thinking and business process re-engineering in quality management. Principles of TQM, focusing on continuous improvement, customer satisfaction, and employee involvement. Implementation of service delivery initiatives, such as setting standards and enhancing accessibility. Integration of quality culture and leadership into administrative management practices.

Topic 9. Workflow Automation and Process Optimization

Definition and benefits of workflow automation. Tools and technologies used for automating administrative processes. Steps in optimizing workflow through automation. Challenges in adopting automation and strategies to overcome resistance to change. Examples of workflow automation in different industries.

Topic 10. Organizing in the Administrative Function

Definition of organizing. Principles of organizing in administrative management. Levels and types of authority: line, staff, functional, centralization, and decentralization. Relationship between authority, responsibility, and accountability. Types of organizational structures: traditional, functional, divisional, matrix, team-based, network, and boundaryless. Concepts of departmentalization and specialization. Coordination methods, including rules, mutual adjustment, and liaison roles. Trends in organizational design: flat structures, delegation, empowerment, and reengineering.

Topic 11. Problem-Solving and Decision-Making

Definition of problem-solving and decision-making. Key responsibilities of managers in addressing problems. Framework for decision-making, including routine and non-routine problems. Problem-solving process: identifying, analyzing, and addressing issues systematically. Decision-making aids and techniques. Distinguishing between symptoms and actual problems. Anticipating challenges in administrative departments. Evaluating outcomes to refine future decisions.

Topic 12. Managing Multicultural Teams

Definition of cultural diversity in teams. Challenges and opportunities of managing multicultural teams in administrative environments. Strategies for effective communication and collaboration among diverse team members. Importance of cultural competence in leadership and teamwork. Case studies on successful multicultural team management.

Topic 13. Ethics in Information Management

The importance of ethical practices in managing organizational information. Common ethical issues in data management, including privacy, security, and intellectual property rights. Strategies for ethical decision-making in administrative management. Guidelines for maintaining transparency and accountability in information management systems.

Topic 14. Risk and Safety Management for the Administrative Manager

Definition of risk and safety management. Steps in the risk management process. Duties and responsibilities of the administrative manager in managing risks and ensuring compliance. Risk financing techniques, including insurance and retention strategies. Concepts of accidents and incidents and their differentiation. Application of the loss causation model to mitigate risks. Development and implementation of health and safety programs. Role of safety representatives in workplace inspections and hazard identification. Establishing a culture of safety to minimize workplace hazards and improve organizational efficiency.

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 Role of Administrative Management within an Organization	2	2	7			10			10	IA, S, T, CS, P
Topic 2. Information and Knowledge Management	2	2	8	2	1	9	2	1	9	IA, S, T, CS, P
Topic 3. Advanced Communication Strategies	2	2	7			9			9	IA, S, T, CS, P
Topic 4. Conducting Effective Meetings	2	2	7	2	1	9	2	1	9	IA, S, T, CS, P
Topic 5. Office Design and Layout	2	2	7	2	1	9	2	1	9	IA, S, T, CS, P
Topic 6. Sustainable Office Practices	2		7			10			10	IA, S, T, CS, P
Topic 7. Managing the Virtual Workplace	2		7			10			10	IA, S, T, CS, P
Module #2										
Topic 8. Quality Administrative Management	2	2	7	2	1	9	2	1	9	IA, S, T, CS, P
Topic 9. Workflow Automation and Process Optimization	2		7			9			9	IA, S, T, CS, P
Topic 10. Organizing in the Administrative Function	2	2	7	2	1	9	2	1	9	IA, S, T, CA, CS, P
Topic 11. Problem-Solving and Decision-Making	2	2	7	2	1	9	2	1	9	IA, S, T, CA, CS, P
Topic 12. Managing Multicultural Teams	2	2	7			9			9	IA, S, T, CA, CS, P
Topic 13. Ethics in Information Management	2	2	7		1	9		1	9	IA, S, T, CA, CS, P
Topic 14. Risk and Safety Management for the Administrative Manager	2	2	8	2		9	2		9	IA, S, T, CA, CS, P
Total hours	**28**	**22**	**100**	**14**	**7**	**129**	**14**	**7**	**129**	-
FINAL CONTROL / Credit	**Credit**									-
TOTAL	**150**			**150**			**150**			-

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.

Content of an individual educational and research task (educational project)
The individual task consists of three types of questions. Task options are posted on the Moodle platform:
1.   Open Question
•   Requires a comprehensive, well-detailed answer based on theoretical knowledge and analysis of additional information.
•   Assesses your understanding of the topic, your ability to express your own opinions, and your skill in arguing and supporting your position.
2.   Calculation Task
•   Involves performing specific calculations using formulas or economic models.
•   Evaluates your knowledge of economic methods and your ability to apply them in practice.
3.   Situational Task
•   Presents a real-life economic problem or case study that must be analyzed with a proposed solution.
•   Tests your capacity to apply theoretical knowledge to practical problems and make informed decisions.
Requirements for completing the task
•   Logical Structure: Answers should be clearly organized and include an introduction, main body, and conclusion.
•   Strong Argumentation: Every statement should be well-supported with logical arguments and references to credible sources.
•   Accuracy: Ensure calculations are precise and presented with appropriate units of measurement.
•   Originality: All responses must be your own work and free of plagiarism.
•   Formatting: The task must adhere to the formatting guidelines specified on the Moodle platform.

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	
Total for modules #1 & #2	**60**	
Final test		**40**
Total for the course		**100**

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 "Administrative Management" (Volodymyr Volodymyrovych Tokar) at the following link: https://dist.krok.edu.ua/course/view.php?id=2120

15. Recommended literature

Basic

1. Ferreira, E. J., Groenewald, D., Erasmus, A. W., Strydom, K., van Antwerpen, S., Boucher, D., van Rensburg, F. J., Masakale, A., Prinsloo, D., & Rossouw, D. (2016). *Administrative management* (4th ed.). Juta and Company (Pty) Ltd.

Additional

1. Hayes, J. (2014). *The theory and practice of change management* (4th ed.). Palgrave Macmillan
2. Carnall, C. A. (2007). *Managing change in organizations*. Prentice-Hall International, UK, Limited, Pearson Education Limited.
3. Barton, D., & Court, D. (2012). Making advanced analytics work for you. *Harvard Business Review, 90*(10), 78–83.
4. Davenport, T. H., Harris, J. G., De Long, D. W., & Jacobson, A. L. (2001). Data to knowledge to results: Building an analytic capability. *California Management Review, 43*(2), 117–138.
5. Davenport, T. H., & Patil, D. J. (2012). Data scientist: The sexiest job of the 21st century. *Harvard Business Review, 90*(10), 70–76.
6. Watson, H. J., Wixom, B. H., Hoffer, J. A., Anderson-Lehman, R., & Reynolds, A. M. (2006). Real-time business intelligence: Best practices at Continental Airlines. *Information Systems Management, 23*(1), 7–18.

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).