

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
 Faculty of Transport, Management and Logistics
 Management of Foreign Economic Activity of Enterprises Department

AGREED

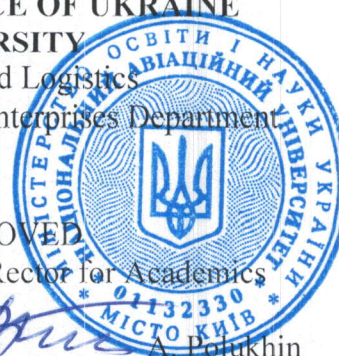
Dean of Faculty of
Transport, Management and Logistics


 T. Mostenska
 «20 09» 2021

APPROVED

Vice-Rector for Academics


 A. Polukhin
 «16» 11 2021



Quality Management System


COURSE TRAINING PROGRAM
 on
“Basics of Management”

Educational Professional Programs: Management of Foreign Economic Activity
 Management of Airlines and Airports
 Logistics
 Aviation Logistics

Field of study: 07 “Management and Administration”
 Specialty: 073 “Management”

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/ CGP/C	TP/CPr	Form of semester control
Full-time	2	180/6,0	51	34	95	1 HW. – 2 s.	-	Graded Test – 2 s.


Index: CB-7-073-2/21-2.1.6; CB-7-073-3/21-2.1.6; CB-7-073-4/21-2.1.6; CB-7-073-5/21-2.1.6.

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The Course Training Program on “Basics of Management” is developed on the basis of the Educational Professional Programs “Management of Foreign Economic Activity”, “Management of Airlines and Airports”, “Logistics”, “Aviation Logistics” Bachelor Curriculum № CB-7-073-2/21, № CB-7-073-3/21, № CB-7-073-4/21, № CB-7-073-5/21 and Bachelor Extended Curriculum № ECB-7-073-2/21, № ECB-7-073-3/21, № ECB-7-073-4/21, № ECB-7-073-5/21 for the Specialty 073 “Management” and corresponding normative documents.

Developed by:

Professor of the Management of Foreign
Economic Activity of Enterprises Department

 T. Ivanova

Associate professor of the Management of Foreign
Economic Activity of Enterprises Department


 N. Liskovych

The Course Training Program was discussed and approved by the Graduate Department for Educational Professional Programs “Management of Foreign Economic Activity”, “Management of Airlines and Airports”, Specialty 073 “Management” – Management of Foreign Economic Activity of Enterprises Department, Minutes № 12 of “31” 08 2021.

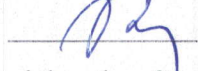
Guarantor of Educational Professional Program
“Management of Foreign Economic Activity”

 E. Danilova

Guarantor of Educational Professional Program
“Management of Airlines and Airports”

 O. Kyrylenko

Head of the Department

 O. Kyrylenko

The Course Training Program was discussed and approved by the Graduate Department for Educational Professional Programs “Logistics”, “Aviation Logistics”, Specialty 073 “Management” – Logistics Department, Minutes № 17 of “20” 09 2021.

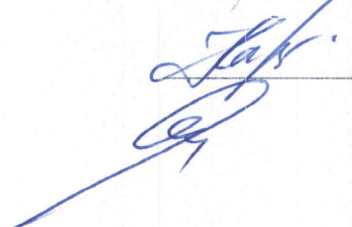
Guarantor of Educational Professional Program
“Logistics”

 S. Hrytsenko

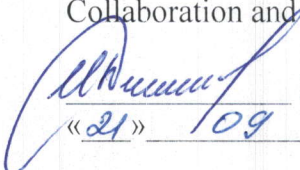
Guarantor of Educational Professional Program
“Aviation Logistics”

 O. Karpun

Head of the Department

 V. Matveev


Vice Rector on International
Collaboration and Education

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«21» 10 2021.

Document level – 3b

The Planned term between revisions – 1 year

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Developed by:

Professor of the Management of Foreign
Economic Activity of Enterprises Department

T. Ivanova

Associate professor of the Management of Foreign
Economic Activity of Enterprises Department


 N. Liskovych

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Guarantor of Educational Professional Program
“Management of Foreign Economic Activity”

 E. Danilova

Guarantor of Educational Professional Program
“Management of Airlines and Airports”

 O. Kyrlyenko

Head of the Department

 O. Kyrlyenko

The Course Training Program was discussed and approved by the Graduate Department for Educational Professional Programs “Logistics”, “Aviation Logistics”, Specialty 073 “Management” – Logistics Department, Minutes № 17 of “20” 03 2021.

Guarantor of Educational Professional Program
“Logistics”

 S. Hrytsenko

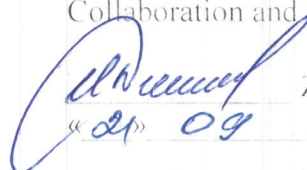
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 O. Karpun

Head of the Department

 V. Matveev


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“21” 09 2021.

Document level – 3b


The Planned term between revisions – 1 year

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INTRODUCTION

The Course Training Program (CTP) on “Basics of Management” is developed based on the “Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study”, approved by the order of the rector № 249/од. of 29.04.2021 and corresponding regulatory documents.

1. EXPLANATORY NOTES

1.1. Place, objectives, tasks of the subject

The subject is a theoretical and practical basis for a set of knowledge and skills that form the profile of a specialist in the management sphere.

The purpose of teaching the subject is to get acquainted with the theoretical foundations of management, the formation of students' scientific and practical approach to management, mastering the conceptual models of modern management with their subsequent application in practice.

The tasks of studying the subject are:

- study of the main categories of management, management functions;
- assimilation by students of methodical provisions on forecasting, organization, coordination, regulation, motivation, management control;
- mastering the basics of management methodology;
- definition of laws, laws and principles of management;
- acquaintance with scientific approaches and management models;
- gaining knowledge of the main types and technologies of management.

1.2. Learning outcomes, the subject makes it possible to achieve


As a result of studying the subject, the student must acquire the following **learning outcomes**:

- use the latest scientific results in their research;
- demonstrate skills in identifying problems and justifying management decisions;
- identify skills of search, collection and analysis of information, calculation of indicators to justify management decisions;
- apply management methods to ensure the effectiveness of the organization;
- to know management terminology, conceptual principles of management, to be able to use modern methods of management of the enterprises of various patterns of ownership and spheres of activity;
- understand the tools and strategies for diagnosing and analyzing different types of management problems;
- formulate and update management problems, justify ways and means to solve them.

1.3. Competences the subject makes it possible to acquire

As a result of studying the subject, the student must acquire the following **competences**:

- ability to apply knowledge in practical situations;
- knowledge and understanding of the subject area and understanding of professional activity;
- skills of using information and communication technologies;
- ability to understand and adequately use mathematical and statistical methods that are often used in economic and managerial practice;
- ability to adapt and act in a new situation;
- ability to generate new ideas (creativity);
- ability to learn and master modern knowledge;

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- ability to analyze the results of the organization, compare them with the factors of external and internal environment;
- ability to determine the prospects for the development of the organization;
- ability to choose and use modern management tools.

1.4. Interdisciplinary connections

The subject “Basics of Management” is based on the knowledge of such subjects as: “History of Ukrainian Statehood and Culture”, “Philosophy” and is the basis for studying such subjects as: “State and Regional Administration”, “Strategic Management”, “Personnel Management”, “Management” and others.

2. COURSE TRAINING PROGRAM ON THE SUBJECT

2.1. The subject content

Training material is structured according to the module principle and consists of **two educational modules**:

- **Module № 1 “Basic theoretical principles of management”,**
- **Module № 2 “Basic models and types of management”,**

that are logically complete, relatively independent, holistic part of the subject, learning of which provides module test and analysis of its performance.

2.2. Modular structuring and integrated requirements for each module

Module № 1 “Basic theoretical principles of management”,

Integrated requirements to the module № 1: analyze the results of management activities of the organization, compare them with the factors of external and internal environment; determine the prospects for the development of the organization; apply management methods and principles in practice; evaluate the work performed, ensure their quality and motivate the staff of the organization.

Topic 1. Introduction to the discipline. Management theory.

Human activity and the need for management. Management of society and its elements. Personal approach to human management and activities. The meaning of the concept of "management". The content of the concept of "management theory" and its main categories. The structure of management theory. Development of management theory. Formation and development of management theory and practice. The essence of management theory and its characteristics. The need to take into account the dynamics of change in management

Topic 2. History and current state of understanding the phenomenon of management.

Features of periodization of the management phenomenon. The problem of management in the ancient world. The concept of "Humane governance" of Confucius. Management as a special form of human activity in ancient philosophy. Methodological foundations of management in the philosophy of Aristotle. Substantiation of managerial functions in the philosophy of the Middle Ages. Management functions in the views of Renaissance thinkers. Fundamentals of modern society management and Enlightenment. Empiricism and rationalism - the theoretical basis of the management system in the XVII-XIX centuries. The current state of understanding the phenomenon of management F. Taylor is the founder of the theory and practice of functional management. "Classical administrative school of management". Principles of management theory by A. Fayol. M. Weber's theory of the ideal type of administrative organization ("bureaucracy"). School of the concept of "human relations" (E. Mayo, M. Follett and F. Rotlisberg). Theory of human resource management. (E. Shane, R. Peterson, L. Tracy). School of "Social Systems" (G. Simon). Theory of "situational approach" (R. Mokler, W. Reddin, F. Fiedler).



Topic 3. The evolution of management science.

The evolution of the science of management - six management revolutions. Historical limits of management evolution. The first managerial revolution. Management as a tool of commercial and religious activities. Features of the first managerial revolution. The second managerial revolution and its features. Hammurabi's Code of Laws. The third managerial revolution. Contribution to the formation of the science of management of the philosophers Socrates and Plato. The fourth managerial revolution and its main features. The fifth administrative revolution and its characteristics (the period of the industrial revolution of the second half of the XVIII - XIX centuries). Sixth Management Revolution (late XIX - 70's of XX century.) Digital management. Digital economy.

Topic 4. Theoretical foundations of management.

The content of the concept of "management theory" and its main categories. Structural and substantive aspect of management. Procedural and substantive aspect of management. Terminological meaning of the concept of "management". Management system. Methods, mechanism, management process. The concept of "management" in terms of general, functional, procedural and subjective-objective approaches. Interaction of the concept of "management" and "management". Cybernetics and management. Object and subject of management. Interaction between the subject and the object of management. Purpose, tasks and management functions. The main provisions of control theory for functions.

Topic 5. The main functions of management.


The place of functions in the management process. The concept and meaning of management functions. Features of management functions. Management functions - forecasting, organization, coordination, regulation, motivation, control. Forecasting and planning as a management function. Types and types of forecasts. Types of planning. Organization as a management function. Controllability in management. Coordination and regulation as management functions. Coordination is a type of manager's activity. Motivation as a function of management. The essence of the concept "motive", "motivation", "stimulus", "stimulation". Types and stages of motivation as a function of management. The main forms of stimuli. Interest as a catalyst for motivation. Basic theories of motivation: initial theories of motivation, meaningful theories of motivation, procedural theories of motivation. Control as a function of management. Definition of the concept of "control", its essence and definition through the concept of "uncertainty". Control procedures. Subject, subjects, types and mechanisms of control. Effectiveness of control. Management functions at the present stage. The main problems of implementation of management functions.

Topic 6. The essence of management methodology and its components.

The essence of the concept of "methodology". Methodology as a system, its functions and components. Components of management methodology: management paradigm, management concept, priorities in management, guidelines in management, purpose of management, approaches in management, criteria for evaluating the results of alternative solutions, management methods. Key aspects of the management paradigm. Concept Definition of principles and directions of management actions, basic forms and combination of management methods, tools of direct management or implementation of measures - purpose of management concept. The management approach is an important element of the management methodology. Management methods as a component of management methodology.

Topic 7. Management methods and their characteristics.

Management methods as an integral part of management methodology. The essence and composition of management methods. The value and objectives of management methods. Classification of management methods - economic, administrative, social. Use of management methods. Features of

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application of administrative management methods, economic management methods and social management methods.

Topic 8. Laws, patterns and principles of management.

Laws of management. Regularities of management as the initial formation of the law at the beginning of its theoretical understanding and research. The main types of patterns and their characteristics - the pattern of integration, management hierarchy, the need for centralization, human management, implementation of management decisions, manageability of the organization, compliance with the goals of the subject and object of management, management information, resource provision. Principles of management. Application and significance of management principles.

Topic 9. Basic scientific approaches to management.

Basic management approaches. System, situational and synergetic management approaches. Ideologists of the system approach. Management process - as a system of system approach. Methodology of situational approach. Synergetic approach to management. The concept of "synergetics". Marketing approach in management. The process of marketing management. Modern approaches to social development management. The latest approaches to modern management of social development: information and innovation; corporate; social; new public administration.

Principles of corporate management approach. New public administration is an innovative approach to administrative reforms.

Module № 2 “Basic models and types of management”.

Integrated requirements to the module № 2: choose and use modern management models; create and organize effective communications in the management process; to analyze and structure problems of management of the organization, to form the proved decisions; to evaluate the management activities of the enterprise and find the best ways to improve it; adhere to the system of universal values in the relationship between managers and employees; search with various information sources and computer technologies, use the whole set of information to develop alternatives and make decisions.

Topic 1. Management models.


The concept and classification of management models. Basic models from the point of view of scientifically based management in social systems: model of management cycle, model of social management. Methodological significance of the control cycle model. Methodological significance of the control cycle model. Functions of the social management model. Possibilities of using control models. World experience of management models functioning: management model from theory "X", management model from theory "Y". The main characteristics of the control model "X". The main features of the management model "Y".

Topic 2. The main types of management.

The main types of management - technocratic management, biological management, social management. Social management: concepts, general features, elements, principles. Purpose, objects and subjects of social management. Levels of social management. Functions of social management. Classification of types of social management. Social management as a system - management methods, means of purposeful influence on social processes, organizational structure.

Topic 3. Public administration as a kind of social management.

Fundamentals of the theory of public administration. Formation of public administration in Ukraine. Public administration: basic concepts, purpose and objectives. Principles, features, forms of public administration. Functions of public administration and their main problems of implementation. The concept and classification of methods of public administration. Essential characteristics (features)

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of the organizational structure of public administration. Fundamentals of building the organizational structure of public administration. American system of public administration. European model of public administration. Japanese public administration.

Topic 4. Local self-government as a kind of social management.

Concepts, principles of activity, functions and powers of local self-government. Legal bases of local self-government bodies in Ukraine. The system of local self-government in Ukraine. Features of local self-government in Kyiv. Organization of activity of bodies of self-organization of the population in Ukraine. Modern models and concepts of local self-government. World experience of local self-government organization.

Topic 5. Corporate governance as a kind of social governance.

The essence of corporate governance. Corporative management. Approaches to defining the essence of corporate governance. Purpose, functions, objects and subjects of corporate governance. Characteristics of elements of corporate governance. Principles of corporate governance and the influence of the international community on their generalization. The evolution of corporate governance. Approaches to defining the essence of corporate governance. Models of corporate governance. Models of corporate relations: world experience and features of corporate governance in Ukraine.

Topic 6. Management technologies.

Technology for managing innovations and innovations. Reasons for the use of innovative technologies. Subjects and objects of managerial innovation. Methods of managerial innovation. Risk management technology. Risk management assessment. Risk elimination system. Quality management technology. Quality objects. Quality management system. *Model of Total Quality Management (TQM)*. Factors of quality management - quality of personnel, material support and organization of works. Personnel technologies in management. Management functions of personnel technologies. Monitoring as a management technology. Information technologies in management. Application of information technology in management.

2.3. Training schedule of the subject

№	Topic (thematic section)	Total, hours			
		Total	Lectures	Practicals	Self-study
1	2	3	4	5	6
Module № 1 “Basic theoretical principles of management”					
1.1.	Introduction to the discipline. Management theory	13	2 2 2	2	5
1.2.	History and current state of understanding the phenomenon of management	11	2 2	2	5
1.3.	The evolution of management science	9	2	2	5
1.4.	Theoretical foundations of management	9	2	2	5
1.5.	The main functions of management	14	2 2 2	2	6

№	Topic (thematic section)	Total, hours			
		Total	Lectures	Practicals	Self-study
1	2	3	4	5	6
1.6.	The essence of management methodology and its components	9	2	2	5
1.7.	Management methods and their characteristics	11	2 2	2	5
1.8.	Laws, patterns and principles of management.	11	2 2	2	5
1.9.	Basic scientific approaches to management	9	2	2	5
1.10.	Homework	8	-	-	8
1.11.	Module test № 1	4	-	2	2
	Total for the module № 1	108	32	20	56
Module № 2 “Basic models and types of management”					
2.1.	Management models	10	2	2	6
2.2.	The main types of management	10	2	2	6
2.3.	Public administration as a kind of social management	12	2 2	2	6
2.4.	Local self-government as a kind of social management	12	2 2	2	6
2.5.	Corporate governance as a kind of social governance	10	2	2	6
2.6.	Management technologies	14	2 2 1	2	7
2.7.	Module test № 2	4	-	2	2
	Total for the module № 2	72	19	14	39
	Total for the subject	180	51	34	95

2.4. Homework

Homework is performed in the second semester, in accordance with the approved methodological guidelines, in order to consolidate and deepen the theoretical knowledge and skills of the student in the studying the subject.

Homework is performed by the student individually in accordance with the topics offered by the teachers of the department.

The time required to complete homework is 8 hours.

3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

3.1. Teaching methods

It is recommended to use the following teaching methods during mastering the subject:

- explanatory and illustrative method;
- method of problem presentation;
- reproductive method;
- research method.

The implementation of these methods is carried out during lectures, practicals, independent problem solving, work with educational literature, etc.

3.2. List of references

Basic literature

- 3.2.1. Chuck Williams. MGMT 2. Student edition. 2010. 215 p.
- 3.2.2. Іванова Т.В. Шляхи формування та розвитку самодостатніх суб'єктів муніципального руху: європейські виміри та орієнтири. - Миколаїв: Смельянова Т.В., 2013. – 352с.
- 3.2.3. Мостенська Т.Л., Новак В.О., Луцький М.Г., Ільєнко О.В. Менеджмент : підруч. - 2-ге видання. - К.: Кондор - Видавництво, 2012. - 758с.
- 3.2.4. Julie Zhuo. The Making of a Manager: What to Do When Everyone Looks to You. 2019. 288 p.
- 3.2.5. Harvard Business Review. Manager's Handbook: The 17 Skills Leaders Need to Stand Out. 2017. 352 p.

Additional literature

- 3.2.6. Бех В.П., Бех Ю.В., Попов С.М. Соціальне управління у контексті саморегуляції соціального організму країни: Монографія. – К.: Вид-во НПУ ім. М.П. Драгоманова, 2012.
- 3.2.7. Camille Fournier. The Manager's Path. A Guide for Tech Leaders Navigating Growth and Change. 2017, 243 p.
- 3.2.8. Michael Lopp. Managing Humans: Biting and Humorous Tales of a Software Engineering Manager, Third Edition. 2016, 311 p.
- 3.2.9. Michael Lopp. The Art of Leadership. 2020, 276 p.

3.3. Internet information resources


- 3.3.1. Менеджмент@БЛОГ – Режим доступу: [http:// www.management.com.ua/blog/](http://www.management.com.ua/blog/)
- 3.3.2. Інтернет-портал для управлінців – Режим доступу: www.management.com.ua/about.php
- 3.3.3. Децентралізація». – Режим доступу: <https://decentralization.gov.ua/>
- 3.3.4. Газета «Бізнес». – Режим доступу : <http://www.business.ua/>

4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

Kind of Academic Work	Maximum Grade Values
	Module № 1
	2 semester
Carrying out tasks on practicals	3 points × 8 = 24
Carrying out test tasks	6 points × 1 = 6
Carrying out and defense of homework	10 points
<i>For admission to complete module test №1, a student must receive not less than</i>	<i>24 points</i>
Carrying out Module Test №1	10
Total by the Module № 1	50
Kind of Academic Work	Module № 2
	2 semester

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Carrying out tasks on practicals	7 points × 5 = 35
Carrying out test tasks	5 points × 1 = 5
Carrying out and defense of home (control) work	-
<i>For admission to complete module test № 2, a student must receive not less than</i>	<i>24 points</i>
Carrying out Module Test №2	10
Total by the Module №2	50
Total by the subject	100

The credit rating is determined (in points and on a national scale) based on the results of all types of educational work during the year.

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. The Total Semester Grade is entered into the Examination Register, educational cards and into a student's record book in values, National Scale grades, and ECTS Scale grades, for example: **92/Excellent/A, 87/Good/B, 79/Good/C, 68/Sat./D, 65/Sat./E**, etc.

4.5. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement.

(Ф 03.02-01)

АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки
	УНУ	17.10.22	Шенкун		

(Ф 03.02-02)

АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02-04)

АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності
1.	Шенкун Т. П.	18.10.22	Шенкун	Висновок-результат № 10.22

(Ф 03.02-03)

АРКУШ ОБЛІКУ ЗМІН

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02-32)

УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				