

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

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«\_\_\_» \_\_\_\_\_ 2021

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«\_\_\_» \_\_\_\_\_ 2021



Quality Management System

**COURSE TRAINING PROGRAM**

on

**«Management»**

Educational Professional Program: Management of foreign economic activity  
 Logistics  
 Aviation logistics  
 Management of airlines and airports


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	3	150/5,0	34	34	82	-	1 TP - 3 s.	Examination - 3s.

Index: CB-7-073-2/21-2.1.10; CB -7-073-3/21-2.1.10; CB -7-073-4/21-2.1.10; CB -7-073-5/21-2.1.10.

**QMS NAU CTP 19.06-01-2021**

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The course training program of the subject "Management" is developed on the basis of educational and professional programs "Management of foreign economic activity", "Logistics", "Aviation logistics", "Management of airlines and airports", Bachelor Curriculum №CB-7-073-2/21-2.1., №CB-7-073-5/21-2.1., №CB-7-073-3/21-2.1., №CB-7-073-4/21-2.1. and Bachelor Extended Curriculum №ECB-7-073-2/21-2.1., №ECB-7-073-5/21-2.1., №ECB-7-073-3/21-2.1., №ECB-7-073-4/21-2.1. for the Specialty 073 “Management” and corresponding normative documents.

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«\_\_» \_\_\_\_\_ 2021.

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## INTRODUCTION

The Course Training Program (CTP) on “Leadership and Conflict 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.

This subject is the theoretical and practical basis of the set of knowledge and skills that form the profile of a management specialist.

**The purpose** of teaching the subject is the formation of future specialists of modern managerial thinking and a system of special knowledge in the field of management, understanding the conceptual foundations of system management of organizations; acquisition of skills of analysis of internal and external environment, making adequate management decisions.

**The tasks** of studying the subject are:

- study of the essence of the basic concepts and categories of management and administration;
- acquaintance of students with the general principles of management;
- study of the system of management methods;
- acquaintance with the essence of processes and management technologies;
- study of general and specific management functions;

#### 1.2. Learning outcomes that the subject enable to be achieved.


As a result of studying the subject, the student must achieve such learning **outcomes**:

- demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership;
- demonstrate skills in identifying problems and justifying management decisions;
- describe the content of the functional areas of the organization;
- identify skills of search, collection and analysis of information, calculation of indicators to justify management decisions;
- identify organizational design skills;
- apply management methods to ensure the effectiveness of the organization;
- demonstrate skills of interaction, leadership, teamwork;
- have the skills to justify effective tools to motivate the organization's staff.

#### 1.3. Competences that the subject makes it possible to acquire.

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

- knowledge of theoretical principles and causal relationships in organizations, analyze and summarize the material in a particular system, compare facts based on knowledge obtained from different sources;
- plan the work of the organization, its departments and employees;
- understanding of methods of stimulation and punishment of subordinate employees;
- knowledge of effective management methods (economic, administrative, socio-psychological);
- understanding the mechanisms of harmonization of human relations;
- knowledge of tools for improving and developing the management system of the enterprise, in particular, taking into account world experience.

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#### **1.4. Interdisciplinary connections.**

The subject "Management" is based on knowledge of such subjects as: "Fundamentals of Management", "Information Systems and Technologies", "Academic skills of professional training" and is the basis for the study of further subjects, namely: "Communicative Management", "Personnel Management", "Operations Management", "Logistics" and others.

## **2. COURSE TRAINING PROGRAM ON THE SUBJECT**

### **2.1. The subject content.**

The educational material of the subject is structured on a modular principle and consists of two educational modules:

- **Module № 1 "Functional features of management technology",**
- **Module № 2 "Organizational features of management",**

each of which is logically complete, a relatively independent, integral part of the subject, the mastering of which involves a modular test and analysis of the results of its implementation.

A separate (third) module (educational component) is a term project (TP), which is performed in the 3rd semester. TP is an important component of consolidation and deepening of theoretical and practical knowledge and skills acquired by students in the process of mastering the educational material of the subject.

### **2.2. Modular structuring and integrated requirements for each module.**

#### **Module № 1 «Functional features of management technology»**


**Integrated requirements of the module № 1:** analyze the results of the organization, compare them with the factors of external and internal environment; determine the prospects for the development of the organization; manage the organization and its departments through the implementation of management functions; work in a team and establish interpersonal interaction in solving professional problems; evaluate the work performed, ensure their quality and motivate the staff of the organization; understand the principles of psychology and use them in professional activities; search with various information sources and computer technologies, use the whole set of information to develop alternatives and make decisions.

#### **Topic 1. Organization as a general function of management.**

Organization as a general function of management. The essence of the function of the organization and its place in the management system. Concepts and components of organizational activity. The essence of the organization of managerial labor and the organization of physical labor. The structure of the organization's function: the organization of the process of delegation of powers, the organization of the working group, the organization of the management decision-making process, the self-organization of the manager's work. Powers, duties, responsibilities. The process of delegating authority and responsibility. Types of powers: linear, functional. Vertical and horizontal management structuring. Administrative apparatus. Powers, duties, responsibilities. The process of delegation of authority and responsibility. Types of powers: linear, functional. Vertical and horizontal structuring of management. Scalar process. Vertical coordination: direct control, standardization. Horizontal coordination: mutual communications, temporary working groups, commissions. Departmentalization. Interaction of organizational structures.

#### **Topic 2. Motivation as a general function of management.**

The function of motivation in management. Principles of the motivation function. Stimulation of work: goals, principles, types, forms. The concept of motivation. Evolution of views on motivation. Principles of taking interests into account in motivation. The relationship between the needs, motivations, goals and rewards of the employee in the process of motivation. Model of motivation through needs. Basic concepts of motivation theory. The importance of the human factor in the management of the organization. Psychological and physiological features of the employee. Theories and models of motivation processes:

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meaningful and process approaches. Meaningful theories of motivation - the theory of A. Maslow, the theory of D. McClellan, the theory of F. Herzberg, the theory of M. Tugan-Baranovsky. Theories of motivation of the process approach: the theory of expectations, the theory of justice and the Porter-Lawler theory. Comparison of theories of motivation. Means of motivational influence.

### **Topic 3. Control as a general function of management.**

The concept of control and its place in the management system. Evolution of views on control in management. The concept of control and its place in the management system. Principles, goals and functions of control. Types of management control: preliminary, current, final control. Behavioral aspects of control. Degree of control and degree of responsibility for the result. Types of control systems and their content. The control process. Types of control over classification features. Stages of the control process: formation of measurement standards, comparison of actual performance with standards, evaluation and regulation. Information flows in the control process Feedback during the control. Characteristics of effective management control.

### **Topic 4. Regulation as a general function of management.**

Regulation as a general function of management. The concept of regulation and its place in the management system. Principles of the regulation function Types of regulation. Stages of the regulatory process. Characteristics of regulatory processes. Stabilizing regulation. Administrative regulation Disciplinary regulation "operational regulation".

## **Module № 2 "Organizational features of management"**

**Integrated requirements of the module № 2:** act socially responsibly and consciously; choose and use modern management tools; create and organize effective communications in the management process; analyze and structure the problems of the organization, to form sound decisions; understand the principles and norms of law and use them in professional activities; to form and demonstrate leadership qualities and behavioral skills; to evaluate the economic activity of the enterprise and find the best ways to improve it; perform experiments independently and critically describe, analyze and evaluate experimental data; adhere to the system of universal values in the relationship between managers and employees.


### **Topic 1. The system of management methods.**

The essence, meaning and classification of management methods. Economic methods. State regulation. influence on collective interests. methods of material influence. Administrative (organizational and administrative) methods. General organizational provisions. Organizational regulation and rationing. Organizational and methodological instruction. Socio-psychological methods of management. Varieties of social methods. Methods of managing individual group processes and phenomena. Methods of managing individual-personal behavior. Varieties of psychological methods. Methods of formation and development of the workforce. Methods of humanization of relations in the labor collective. Methods of psychological motivation. Methods of professional selection and training. Relationship of methods.

### **Topic 2. Leadership and formal management.**

The concept and general characteristics of leadership. Power and personal influence. The model of the leader's influence on the subordinate. Balancing the power of managers and subordinates. The nature and forms of power and influence. Forms of influence that can encourage performers to actively cooperate. The ability to influence by persuasion depends on a number of factors. Leadership as a socio-psychological phenomenon. Its dynamics. An effective manager is not necessarily an effective leader, and vice versa. The difference between a leader and a manager is made in many positions. Leadership arises where there is a need for proactive action. Theories of effective leadership. Approach from the standpoint of personal qualities (the theory of famous people). Classification of K.



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Levin. Characteristics of leadership styles. Blake and Mouton management grid model. Matrix of applied leadership styles and their perception by subordinates. Fiedler's situational leadership model. Four stages of followers' maturity. The Vroom-Yetton model focuses on the decision-making process.

### **Topic 3. Social responsibility and ethics in management.**

The essence and types of responsibility in management. Lack of responsibility. Management's responsibility to society. Advantages and disadvantages of social responsibility. The essence and significance of social behavior. Development of social responsibility strategies. Degree of social responsibility. The concept of corporate social responsibility. Iron law of responsibility. Social responsibility makes many changes in the management of the organization: Ethics of management and business. Measures to ensure ethical behavior. Ethics of relationships. Reasons for the adoption of an ethical style of doing business. Annoying features of domestic business. Tools for improving ethical behavior in organizations. Modern business philosophy. The concept of human rights. The concept of justice. Utilitarianism. Comparison of business models.

### **Topic 4. The effectiveness of management.**


The concept of effect and result, their balancing. Balancing results and efficiency in business. Excessive emphasis on the result. Excessive emphasis on efficiency. Balanced emphasis on results and productivity. The general concept of management effectiveness of the organization, criteria and methods of its evaluation. Feature of results of administrative work. The result of the manager's work. Management effect. Criterion of management efficiency. Management performance indicators. Value-oriented management. The value of a firm is what the firm is worth. Indicators of economic efficiency of the organization as a whole. Indicators that characterize the effectiveness of management processes. Defining a system of quantitative and qualitative efficiency indicators. Evaluation of the effectiveness of structural units of management of the organization.

### **Module № 3 «Term paper».**

In the third semester, students perform term paper (TP), in accordance with the approved guidelines, in order to consolidate and deepen the theoretical and practical knowledge and skills acquired by students in the process of mastering the material of the subject in the field management and administration, which are used later in the study of many subsequent subjects of professional training with basic and complete higher education.

The purpose of term paper is: consolidation of acquired and deepening of theoretical knowledge; acquisition of skills of independent creative activity, mastering the methods of scientific research; in-depth study of issues, based on current manifestations of the problem under study. Execution of the course work forms the competencies of independent scientific, analytical and exploratory activities of the future specialist.

To successfully perform the TP, the student must know the methods of organization management, technology of justification, the process of preparation, adoption and implementation of management decisions, taking into account the human factor in the organization; features of the relationship between the strategy and management structure of the organization; technology of designing organizational management structures; models of preparation, adoption and implementation of management decisions. be able to find out causal relationships in organizations; develop technologies for making and implementing management decisions; to analyze and generalize the material in a certain system, to compare facts on the basis of knowledge obtained from different sources; choose the most effective direction of activity, organize the production of various forms of ownership and reasonably make organizational and managerial decisions of different levels; perform analysis of the external environment and the potential of the enterprise; to form a system of goals of the organization; to develop the organizational management structure of the organization; students must have the skills to calculate various organizational parameters and justify management decisions,

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independently conduct research on the internal and external environment of the organization; independently develop an organizational working project.


Execution, registration and defense of TP is carried out by the student individually according to the methodical recommendations.

The time required to perform the TP - up to 30 hours of self-study.

### 2.3. Training schedule of the subject

№.	Topic (thematic section)	Total, hours			
		Full-time			
		Total	Lectures	Practicals	Self--study
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>
<b>Module № 1 «Functional features of management technology»</b>					
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>3 semester</b>					
1.1.	Organization as a general function of management	14	2 2	2 2	6
1.2.	Motivation as a general function of management	14	2 2	2 2	6
1.3.	Control as a general function of management	14	2 2	2 2	6
1.4.	Regulation as a general function of management	12	2 2	2	6
1.5.	Modul test № 1	4	-	2	2
	<b>Total for the module № 1</b>	<b>58</b>	<b>16</b>	<b>16</b>	<b>26</b>
<b>Module № 2 «Organizational features of management»</b>					
2.1.	System of management methods	14	2 2	2 2	6
2.2.	Leadership and formal management	16	2 2 2	2 2	6
2.3.	Social responsibility and ethics in management	14	2 2	2 2	6
2.4.	Management efficiency	14	2 2	2 2	6
2.5.	Modul test № 2	4	-	2	2
	<b>Total for the module № 2</b>	<b>62</b>	<b>18</b>	<b>18</b>	<b>26</b>
	<b>Total for 3 semester</b>	<b>120</b>	<b>34</b>	<b>34</b>	<b>52</b>
	<b>Total for 4 semester</b>	-	-	-	-
<b>Module № 3 «Term paper»</b>					
3.1.	Term paper topic	30	-	-	30
	<b>Total for the module № 3</b>	<b>30</b>	-	-	<b>30</b>
	<b>Total for the subject</b>	<b>150</b>	<b>34</b>	<b>34</b>	<b>82</b>



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## 2.4. Questions list for the examination.

The list of questions and content of tasks for preparation for the examination are developed by the leading teachers of the department in accordance with the course training program, approved at the meeting of the department and distributed among students.

## 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 are carried out during lectures, practicals, independent problem solving, work with educational literature, etc.

### 3.2. List of references

#### Basic literature

3.2.1. Daft Richard L. MANAGEMENT 14th edition. – Boston, Cengage Learning . – 2021.– 784 p.

3.2.3. Lussier R. Management Fundamentals: Concepts, Applications, and Skill Development, 9th Edition / Robert N. Lussier. SAGE Publications, 2020.– 774 p.

3.2.4. Cohen S. Management Fundamentals / Steven Cohen ,William B. Eimicke. – Columbia University Press (2020). – 224 p.

3.2.4. Vibrant Publishers, Callie Daum. Principles of Management Essentials You Always Wanted To Know (Self-Learning Management Series). : Vibrant Publishers (2020). – 150 p.

3.2.5. Essential Managers: Management Handbook / Ed. Chaune Dunford . – New York: Dorling Kindersley, 2022. – 480 p.

#### Additional literature

3.2.6. Matt Mochary. (2020). The Great CEO Within The Tactical Guide to Company Building, NY: Mochary Films.- 202p.

3.2.7. Anh Dao Pham (2022) Glue. How Project Leaders Create Cohesive, Engaged, High-Performing Teams, New York, NY: G&D Media, - 242p.

3.2.8. Carolyn Dewar. (2022). CEO Excellence. The Six Mindsets That Distinguish the Best Leaders from the Rest. New York, NY: Broadway Books.- 384p.

3.2.9. Damon Zahariades (2021). How to Make Better Decisions: 14 Smart Tactics for Curbing Your Biases, Managing Your Emotions, And Making Fearless Decisions in Every Area of Your Life, .NY: Art Of Productivity – 246p.

### 3.3. Internet information resources

3.3.1. Газета «Бізнес». – Режим доступу : <http://www.business.ua/>

3.3.2. Журнал «Комп&нбон». – Режим доступу : <http://www.companion.ua/>

3.3.3. Журнал «Теорія і практика управління соціальними системами». – Режим доступу : [http://www.nbu.gov.ua/portal/Soc\\_Gum/Tipuss/index.html](http://www.nbu.gov.ua/portal/Soc_Gum/Tipuss/index.html).

3.3.4. Журнал «Товари і ринки». – Режим доступу : [http:// www.knteu.kiev.ua/tovar.php](http://www.knteu.kiev.ua/tovar.php)

3.3.5. Інтернет-портал для управлінців. – Режим доступу : [www.management.com.ua](http://www.management.com.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

Type of Academic Work	Maximum Grade Values
	Full-time
	Module № 1
Carrying out tasks on practicals	<b>3 semester</b>
	$4 \bar{6} \times 6 = 24$
Carrying out tests	$3 \bar{6} \times 2 = 6$
<i>For admission to complete module test №1, a student must receive not less than</i>	18
Carrying out Module Test №1	10
<b>Total by the Module №1</b>	<b>40</b>
Type of Academic Work	Module № 2
Carrying out tasks on practicals	$4 \bar{6} \times 6 = 24$
Carrying out tests	$2 \bar{6} \times 3 = 6$
<i>For admission to complete module test №2, a student must receive not less than</i>	18
Carrying out Module Test №2	10
<b>Total by the Module №2</b>	<b>40</b>
<b>Semester examination</b>	<b>20</b>
<b>Total by the subject</b>	<b>100</b>
Type of Academic Work	Module № 3
Term paper preparation	60
Term paper defence	<b>40</b>
<b>Term paper preparation and defence</b>	<b>100</b>

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 final modul grade received by the student on results of preparation and defence of term paper is entered into the Examination Register, educational cards and into a student's record book and the Diploma Supplement. 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. Total Semester Grade equals to the sum of the Semester Module Grade and the Examination Grade, which is transferred in grades of National Scale and ECTS grades.

4.6. 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.

4.7. 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

(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

(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				