

**PJSC “Higher Educational Institution  
“INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT”**



**SYLLABUS**  
*of the academic discipline*

**INTRODUCTION  
TO THE SPECIALITY “MANAGEMENT”**

<b>Level of higher education:</b>	first (bachelor's) level
<b>Field of knowledge:</b>	D Business, Administration and Law
<b>Specialty:</b>	D3 Management
<b>Study program:</b>	Management

### General information about the academic discipline

Name of the academic discipline	Introduction to the speciality “Management”
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	4 credits/120 hours Lectures: 34 hours Seminars/practical classes: 16 hours Students’ independent work: 70 hours
Terms of study of the discipline	1 semester
Language of instruction	Ukrainian
Final control type	Exam

### General information about the instructor. Contact information.

Full name of the instructor	Tamara Humennikova
Academic degree	Doctor of Pedagogical Sciences, Professor
Position	Director of the Danubian Branch of IAPM (Private Higher Educational Institution "Interregional Academy of Personnel Management")
Areas of scientific research	Theoretical and methodological foundations of modern management; management psychology and conflictology in organizations; development of leadership potential and communicative competence of a manager; technologies of self-management and personal effectiveness in the context of transformational changes.
Links to the registers of identifiers for scientists	Google Scholar: <a href="https://scholar.google.com.ua/citations?user=yUSPlwEAAAAJ&amp;hl=uk">https://scholar.google.com.ua/citations?user=yUSPlwEAAAAJ&amp;hl=uk</a> ORCID: <a href="https://orcid.org/0000-0002-6223-7711">https://orcid.org/0000-0002-6223-7711</a> SCOPUS: <a href="https://surl.li/muokmn">https://surl.li/muokmn</a>
Contact information	
E-mail:	Gumennikova100@gmail.com
Department phone	+380677445957
Instructor’s portfolio on the website	<a href="https://izmail.maup.com.ua/assets/files/gumennikova-portfolio-a.pdf">https://izmail.maup.com.ua/assets/files/gumennikova-portfolio-a.pdf</a>

### **Discipline's description.**

The course "Introduction to the speciality 'Management'" aims to familiarize students with the basic concepts, principles, and tools of modern management, its place and role in a market economy and globalization. The course covers the history of the formation and development of management, the main functions of management, types of organizational structures, leadership styles, and management decision-making. Particular attention is paid to understanding the professional ethics of a manager, their competencies, role in shaping corporate culture, and effective communication within a team. Students will gain an understanding of modern management trends, including digital transformation, innovation management, and change management.

The course provides a knowledge base for further study of specialized disciplines and develops critical thinking, analysis, and planning skills necessary for successful management.

**The subject of the discipline** is the patterns, principles, methods, and tools of organizational management in the modern market environment. The course covers the theoretical foundations and practical aspects of management, the specifics of managerial activity, the interaction between managers and teams, the formation of an effective organizational structure, and the development and implementation of management decisions.

**The aim of the discipline** is to provide students with a comprehensive understanding of the essence, subject, object, and current trends in the development of management as a science and professional activity; to familiarize them with the specifics of the managerial profession, its functional tasks, and role in various types of organizations; to develop motivation to study the chosen specialty and acquire the initial professional competencies necessary for further mastering professional disciplines.

### **The objectives of the discipline:**

1. To familiarize students with the essence and evolution of management as a science and professional activity.
2. To develop an understanding of the subject, object, methods, and functions of management.
3. To study the role and tasks of a manager in an organization, their competencies, skills, and personal qualities.
4. To reveal the peculiarities of a manager's professional activity in the modern business environment and public administration.
5. To familiarize students with the main directions, specializations, and prospects for the development of the managerial profession.
6. Forming motivation to study the specialty, realizing the importance of future professional activity.
7. Developing in students the basic communication, analytical, and organizational skills necessary for further study of professional disciplines.
8. Promoting awareness of ethical principles and social responsibility in the field

of management.

### **Prerequisites for the discipline:**

The study of the academic discipline “Introduction to the specialty ‘Management’” is based on the knowledge and skills acquired by students in the study of the following disciplines: ”Economic Theory,“ ”Academic Studies,“ and ”Philosophy.”

### **Post-requisites for the discipline:**

The knowledge and skills acquired by students in the process of studying the academic discipline “Introduction to the specialty ‘Management’” contribute to the successful study by higher education students of a number of other academic disciplines aimed at developing professional knowledge and skills: “History of Management,” “Management,” “Management of Foreign Economic Activity,” “Fundamentals of Entrepreneurship,” “Fundamentals of Project Management.”

### **Program competences**

<b>General competencies</b>	GC2. Ability to preserve and enhance moral, cultural, and scientific values and contribute to the achievements of society based on an understanding of the history and regularities of development in the field, its place within the general system of knowledge about nature and society, and its role in the development of society, technology, and innovation; ability to use various types and forms of physical activity for active recreation and maintaining a healthy lifestyle. GC5. Knowledge and understanding of the subject area and professional activity.
<b>Special competencies</b>	SC1. Ability to identify and describe the characteristics of an organization. SC4. Ability to identify the functional areas of an organization and the interconnections between them. SC12. Ability to analyze and structure organizational problems and develop well-founded decisions.
<b>Intended learning outcomes</b>	ILO3. Demonstrate knowledge of theories, methods, and functions of management, as well as modern concepts of leadership. ILO8. Apply management methods to ensure the effective operation of an organization.

### **Content of the academic discipline**

		<b>Number of hours, of which :</b>
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**№**

**Topics**

		Le ctu res	Se mi nar s	Inde pen dent wor k	Teaching methods /assessment methods
<b>1<sup>st</sup> semester</b> <b>Content module 1.</b> <b>Theoretical Foundations of Management</b>					<b>Teaching methods:</b> explanatory and illustrative (traditional lecture); solution of situational tasks and cases; preparation and presentation of mini-research; work with scientific databases; brainstorming; team implementation of research projects; preparation of a scientific article or analytical review of literature; use of online scientific platforms <b>Assessment methods:</b> presentation on the main topic; oral report; additions, questions to the person answering; systematic work in seminars, active participation in discussions; participation in discussions, interactive forms of class organization; analysis of legislation and monographic literature; written assignments (tests, exams, creative work, essays, etc.); preparation of theses, summaries of educational or scientific texts; independent study of topics; oral assessment (questioning, conversation, report, presentation, etc.); written assessment (test, essay, written presentation of material on a given topic, etc.); combined assessment; presentation of independent work; observation as a method of assessment; test assessment; problem situations.
Topic 1.	Subject, object, and objectives of the course. The role of the discipline in manager training.	2	2	8	
Topic 2.	Management as a science in professional activity.	4	2	6	
Topic 3.	Modern concepts and trends in management development.	4	2	8	
Topic 4.	Management in the context of the digital economy and globalization.	2	2	6	
Topic 5.	Personal and professional qualities of a manager.	4	2	6	
<b>Module 2. The modern environment and professional development of a manager</b>					
Topic 6.	Professional development of a future manager: educational program, competencies, employment prospects.	4	1	8	
Topic 7.	Professional activities of a manager: types of organizations, areas of application, job specifics.	4	1	8	
Topic 8.	Management decision-making	4	1	8	
Topic 9.	Innovative thinking and entrepreneurial initiative in the work of a manager	4	1	6	
Topic 10.	Trends in the development of the management profession in Ukraine and worldwide	2	2	6	
<b>Module Assessment Task</b>					
	<b>Total</b>	<b>34</b>	<b>16</b>	<b>70</b>	
<b>Final assessment: exam</b>					

**Technical equipment and/or software** – official website of IAPM:

<http://IAPM.com.ua> The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

### **Forms and methods of assessment.**

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

**Methods of ongoing assessment include:** oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

### **Grading system and requirements.**

Table of distribution of points received by students

	Ongoing knowledge assessment										Modular assessment task	Exam	Total points
Topics	To pic 1	Top ic 2	To pi c 3	To pi c 4	To pi c 5	Top ic 6	To pi c 7	Top ic 8	To pic 9	To pic 10	20	40	100

Work in a seminar	3	3	3	3	3	3	3	3	3	3
Independent work	1	1	1	1	1	1	1	1	1	1

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The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

**Modular assessment.** Modular assessment in the discipline "Introduction to the speciality 'Management'" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline "Introduction to the speciality 'Management'":

When evaluating the modular test, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

- "A" - 18-20 points;
- "B" - 16-17 points;
- "C" - 14-15 points;
- "D" - 12-13 points.
- "E" - 10-11 points;
- "FX" - less than 10 points.

The final semester assessment in the academic discipline "Introduction to the speciality 'Management'" is a mandatory form of evaluating student learning

outcomes. It is conducted within the period established by the academic schedule and covers the volume of material defined in the course syllabus.

The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.

The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.

The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.

The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student's exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

#### **Assessment of additional (individual) types of educational activities.**

Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.



### Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations, and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure comprehensive assimilation of the study program and contribute to the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail

			unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail  unsatisfactory with mandatory re-study of the discipline

### **Discipline's Policy:**

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The academic discipline “Introduction to the speciality ‘Management’” requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

### **Methodological support of the academic discipline**

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline “Introduction to the speciality ‘Management’”.

### **Recommended sources of information:**

#### **Basic literature:**

1. Havrysh O., Dramaretska K. Leadership: textbook for students ... Kyiv: TsP «KOMPRYNТ», 2022. 458 p.
2. Balanovska T. I., Mykhailichenko M. V., Troyan A. V. Organizational management: textbook. – Kyiv: FOP Yamchynskyi O. V., 2021. – 464 p.

3. Gavrylko P. P. (et al.) International management: textbook. Lviv: Uzhgorod. trade and economic inst., 2024. – 191 p.
4. Gogulya O. P., Kharchenko G. A. Management workshop: textbook. Kyiv: TsP «KOMPRYNТ», 2022. 428 p.
5. Koshelenko K. Management in times of war. Leadership, efficiency and sustainability Kyiv: Helion, 2024. – 306 p.
6. Mykytenko N. V., Bilyavska Yu. V. Operational management. Workshop: textbook. Kyiv: State Trade and Economic University, 2022. 428 p.
7. Mykolaychuk I. P. Social management: textbook. Kyiv: State Trade and Economic University, 2024. – 280 p. ISBN 978-966-918-124-4, DOI 10.31617/np.knute.2018-1132
8. Fundamentals of management. Lecture notes: textbook. / Igor Sikorsky Kyiv Polytechnic Institute; Compiled by: T. V. Lazorenko, S. O. Perminova. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute. 2021. 166 p.
9. Polshakow V. I., Tkalenko N. V. Investment management: textbook. Kyiv: Condor, 2022. 172 p.
10. Starostina A. O., Kravchenko V. A. (et al.) Risk management: theory and practice: textbook. Kyiv: IVC “Polytechnika Publishing House”, 2022. 200 p.
11. Tarnavska N., Napora O. Strategic management: workshop: textbook. Ternopil; Kyiv: Carte Blanche; Condor, 2023. 287 p.

#### **Additional literature:**

1. Byba V. A. Theoretical foundations of the development of self-management of the organization. Economy and State. 2021. No. 2. P. 58–61. URL: [http://www.economy.in.ua/pdf/2\\_2021/12.pdf](http://www.economy.in.ua/pdf/2_2021/12.pdf).
2. Burachek I. V., Verstova V. Ya., Yarmolyuk D. I. Creating a brand based on archetypes in enterprise management. Market Infrastructure. 2022. Issue 63. P. 41–47. URL: [http://www.market-infr.od.ua/journals/2022/63\\_2022/10.pdf](http://www.market-infr.od.ua/journals/2022/63_2022/10.pdf).
3. Varaksina O., Karlinska O., Petrenko V. Modern challenges of human capital management. Economy and Society. 2022. No. 43. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/1749/1685>.
4. Galkiv L. I., Zhyla D. O., Fetko I. V. Management of the economy of happiness: statistical and analytical measurements on the example of student youth. Market infrastructure. 2021. Issue 52. P. 152–156. URL: [http://www.marketinfr.od.ua/journals/2021/52\\_2021/29.pdf](http://www.marketinfr.od.ua/journals/2021/52_2021/29.pdf)
5. Doroshkevych D. V., Litvinenko I. S. Analysis of challenges for management due to the increased use of artificial intelligence in a digital society. Effective economy. 2022. No. 1. URL: [http://www.economy.nayka.com.ua/pdf/1\\_2022/8.pdf](http://www.economy.nayka.com.ua/pdf/1_2022/8.pdf).
6. Koverga S. V., Krutogorskyi Ya. V. Enterprise management in the context of world energy efficiency policy. Effective economy. 2022. No. 1. URL: [http://www.economy.nayka.com.ua/pdf/1\\_2022/4.pdf](http://www.economy.nayka.com.ua/pdf/1_2022/4.pdf).
7. Semendyak V. Modern perception of the "principles of scientific management" by F.V. Taylor. Economy and society. 2022. No. 40. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/1478/1424>.

8. Kalina I.I., Kryvoberets M.M., Mazur Yu.V. Organizational and economic mechanism for introducing innovations at agricultural enterprises. Scientific journal "Via Economica". Issue 8, 2025. P. 151-157. DOI: <https://doi.org/10.32782/2786-8559/2025-8-22>
9. Skyba, G. I., Bratus, G. A., Kryvoberets, M. M., & Kryshtal, G. O. (2025). Innovative approaches to the formation of competitive advantages of IT companies in the context of digital transformation. Current problems of sustainable development, 2(5), 169-177. DOI: [https://doi.org/10.60022/2\(5\)-SD](https://doi.org/10.60022/2(5)-SD)
10. Bratus G. A., Kryvoberets M. M., Skyba G. I. The system of management of competitive advantages of an enterprise in the field of information technologies // Entrepreneurship and trade: collection of scientific works / editors: Kutsyk P. O., Semak B. B. et al. Lviv: Publishing House of Lviv University of Trade and Economics, 2025. Issue 45. P. 125-132. DOI: <https://doi.org/10.32782/2522-1256-2025-45-15>
11. Bratus G.A., Goncharenko M.F., Chervinska L.P., Kryvoberets M.M. Regional strategies for business development in the conditions of post-war economic recovery in Ukraine. Scientific and production journal "Business Navigator". 2025. Issue 1 (78). P. 466-472. DOI: <https://doi.org/10.32782/business-navigator.78-78>

#### **Information resources:**

1. Portal of the Verkhovna Rada of Ukraine – zakon.rada.gov.ua (normative and legal framework on management issues).
2. Ministry of Education and Science of Ukraine – mon.gov.ua.
3. Harvard Business Review – hbr.org (current articles on management).
4. KNEU Electronic Library – library.kneu.edu.ua.
5. Coursera, EdX (online courses on management).