



Україна, 01601, м. Київ, вул. Пирогова, 9

ConcordiaUA

9, Pyrohova street, Kyiv, 01601, Ukraine

Тел./tel.: +38(044)236-90-85; моб./cell: +38(050)331-42-95

info@uacu.edu.ua • www.concordia.edu.ua

PRINCIPLES OF MANAGEMENT

Syllabus

III 2.1

MGMT-111

Speciality - D3 Management

Educational programs – «International Business»

Quarter/Year: Spring / 2026

Instructors: Liudmila Sierova

Contact information: liudmyla.serova@uacu.edu.ua

ECTS Credits: 6

US Credits: 3

Course description

The aim of the discipline “Principles of management” is the formation of students’ theoretical and practical knowledge of the coherent and logical-consistent system of knowledge about the essence of management and organization, to reveal the fundamentals of theory, methodology, and management practices under the conditions of the market mechanism of management. The course is a study of management focusing on the role of executive, middle, and front-line management in directing and improving organizational performance in business. Major topics include strategic, operational, behavioral, cultural, socio-ethical issues and functional aspects of management. Concepts covered include the management of strategic planning, operations, communications (external/internal), management of risk, negotiations, and socio-ethical issues facing modern institutions. Students will be exposed to the tools and methodology of management used in the environment – techniques that will be further developed in other management courses and consequent employment.

Course Outcomes

PH1. Responsibly treat professional self-improvement, realizing the need for lifelong learning, show tolerance and readiness for innovative changes.

PH2. Communicate freely on professional issues in the state and foreign languages orally and in writing, to use economic terminology professionally.

PH4. Systematize and streamline the information received on the processes and phenomena in the world economy; evaluate and explain the influence of endogenous and exogenous factors on them; formulate conclusions and develop recommendations, considering the peculiarities of the national and international environment.

PH5. Possess the skills of introspection (self-control), be understandable for representatives of other business cultures and professional groups of different levels (with specialists from other fields of knowledge / activities) on the basis of appreciating diversity, multiculturalism, tolerance and respect for them.

PH6. Plan, organize, motivate, evaluate and increase the effectiveness of teamwork, conduct research in a group under the leadership of a leader, taking into account today's requirements and features in a limited time.

PH7. Apply the acquired theoretical knowledge to solve practical problems and meaningfully interpret the results.

PH10. Identify and highlight the features of the functioning of the subjects of international relations and models of their economic development.

PH15. Determine the functional features, nature, level and degree of interconnections between subjects of international economic relations of different levels and establish communications between them.

PH16. Demonstrate knowledge about the state of research in international economic relations and the world economy in an interdisciplinary combination with political, legal, natural sciences.

PH17. Determine the reasons, types and nature of international conflicts and disputes, justify and apply economic, legal and diplomatic methods and means of their solution at the international level, defending the national interests of Ukraine.

PH18. Investigate economic phenomena and processes in the international sphere based on an understanding of categories, laws; highlighting and summarizing trends, patterns of functioning and development of the world economy, taking into account the cause-effect and space-time relationships.

PH19. Understand and apply current legislation, international regulations and agreements, reference materials, current standards and specifications, etc. in the field of international economic relations.

PH20. Defend the national interests of Ukraine, taking into account the security component of international economic relations.

PH21. Understand and have the skills to maintain business protocol and business etiquette in the field of international economic relations, taking into account the peculiarities of intercultural communication at the professional and social levels, both state and foreign languages.

PH22. Apply appropriate methods, rules and principles of functioning of international economic relations for the development of foreign economic activity of Ukraine.

PH23. Recognize the need for lifelong learning in order to maintain a high level of professional competence.

PH24. Substantiate the choice and apply information and analytical tools, economic and statistical calculation methods, complex analysis techniques and methods of monitoring world markets.

PH25. Present the results of the research on the basis of which recommendations and measures for adaptation to changes in the international environment are developed.

Competencies

3K4. Ability to plan and manage time.

3K10. Ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge / types of economic activity).

3K11. Ability to work in a team.

3K12. Knowledge and understanding of the subject area and understanding of professional activity.

CK8. The ability to determine the functional features, nature, level and degree of relationships between the subjects of international economic relations at different levels and to establish communication between them.

CK9. Ability to diagnose the state of research in international economic relations and the world economy in an interdisciplinary combination with political, legal, natural sciences.

CK14. Ability to communicate at the professional and social levels using professional terminology, including oral and written communication in state and foreign languages.

Communications

For individual issues, students should contact the professor ONLY by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

Note! Only emails sent from the student's corporate email address will be answered.

Attention! Official and only language used for assessment activities is English. Official and only languages used for communication within the University are Ukrainian and English.

Student Responsibilities

Time Commitment

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

Technical Aspects

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

Grading Policy

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is 60%.

Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

Course-level Grading guidelines:

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
60% - 69%	E	3 (Acceptable)
35% - 59%	FX	Not acceptable, possible repetition of course

Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 750 points incl. (Midterm and Final exam are 70% of overall evaluation, where Midterm – 30% and Final – 40%)

Test / Assignment / Project – 150 points (several times during the course)

Consultations – 75 points (10% of the total for the course are allocated for consultations)

Midterm exam – 225 points

Final exam – 300 points

Student Workload

It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of lectures with the instructor and 7

academic hours of personal work. Personal work includes writing essay, reports, solving cases, and the like.

Please pay attention that 1 academic hour equals to 40 minutes.

Assignment Format

- All work should be shown in time. If the student misses the deadline – the task is failed.
- Midterm covered topics from previous lectures (weeks 1-7). It included multiple choice questions and cases (essays) and took about 1.5 hours.
- The Final exam covered all course material and included multiple choice questions and cases (essays). It lasts for 1.5 hours. Admission to the Final exam is possible only if all the tasks of the curriculum are covered.
- After the Midterm and Final is graded a student has access to the grade only. Access to the attempt, corrects answers and information whether the answer is correct cannot be granted.

Academic dishonesty

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. Fabrication – altering or transmitting, without authorization, academic information or records.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final the unsatisfactory grade (“0”) is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean's office) and on UACU's computer/laptop or online on the student's computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.

Submission or retaking of any assessment activities after deadlines are forbidden.

Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

Lecture	Research Projects	Assignments Due	Points
1	Theoretical foundations of general management		10
2	Management theories. Evolution of management		10
3	Environmental foundation of management. The political, legal, and technological environment		10
4	Planning and forecasting for management		20
5	Strategic management		20
6	Strategy formulation and implementation.		20
7	Course review for Mid-Term Examination		
	<i>Midterm</i>		225
8	The process of organization in management		10
9	Organizational structures		20
10	Organizational behavior and human resource management		20
11	Risks in management		20
12	Financial aspects of management. Financial risks in management		30
13	Management decision and control. The efficiency of management		25
14	Ethics and social responsibility.		10
15	Course review for Final Examination		
	<i>Final</i>		300
	<i>Extra</i>		75

Recommended Materials

1. Principles of Management v6.0. – FlatWorld Knowledge, 2025. https://catalog.flatworldknowledge.com/engage/catalog/editions/principles-of-management-6?breadcrumb=Management+%26+Organization&srsId=AfmBOooDiKGecfS61LaPo22xpRQ0ozHhfEBJtjJL044GQoUV2y5mXTze&utm_source=chatgpt.com&tab=overview
2. David Boddy Management Using practice and theory to develop skill, 8th edition. - Pearson Education. 2020. – ISBN: 9781292271811.
3. Robert L. Dansby, Karel Sovak. Principles of Management, 2nd Edition. – Goodheart-Willcox, 2025. – ISBN13: 9781685846817.
4. Richard L. Daft. Management, 14th Edition. – Cengage Learning, 2023. – ISBN13: 9780357139752.
5. Thomas Bateman, Robert Konopaske and Scott Snell Management: Leading & Collaborating in a Competitive World, 15th Edition. - McGraw Hill, 2023. – 759 p. – ISBN10: 1264124368 | ISBN13: 9781264124367.
6. Stephen P. Robbins, Mary A. Coulter, Lori Long. Management, 16th Edition. – Pearson, 2024. – ISBN13: 9780138090647.

** The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 1 від 27.01.2026 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Завідувач кафедри



А.Г.Цибуляк

Викладач



Л.П.Серова

