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## PRINCIPLES OF MANAGEMENT

### Syllabus

#### III 2.1

#### MGMT-111

#### Speciality - D3 Management

#### Educational programs – «Digital Management»

Quarter/Year: Spring / 2026

Instructors: Liudmila Sierova

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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. Know personal rights and responsibilities as a member of society, be aware of the values of civil society, the rule of law, human and civil rights and freedoms in Ukraine.

PH3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

PH4. Demonstrate skills to identify problems and justify management decisions.

PH5. Describe the content of the functional areas of the organization.

PH6. Identify skills of search, collection and analysis of information, calculation of indicators to justify management decisions.

- PH7. Demonstrate organizational design skills.
- PH8. Apply management methods to ensure the effectiveness of the organization.
- PH9. Demonstrate skills of interaction, leadership, teamwork.
- PH10. Have the skills to justify effective tools to motivate the staff of the organization.
- PH11. Demonstrate skills of situation analysis and communication in various areas of the organization.
- PH12. Assess the legal, social and economic consequences of the organization.
- PH13. Communicate orally and in writing in state and foreign languages.
- PH14. Identify the causes of stress, adapt yourself and the members of the team to the stressful situation, finding ways to neutralize it.
- PH16. Demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.
- PH17. Perform research individually and/or in a group under the guidance of a leader.

### **Competencies**

- IK1. Ability to solve complex specialized tasks and practical problems, which are characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.
- 3K1. Ability to realize their rights and responsibilities as a member of society, to understand the values of civil (free democratic) society and the need for its sustainable development, the rule of law, human and civil rights and freedoms in Ukraine.
- 3K3. Ability to abstract thinking, analysis, synthesis.
- 3K9. Ability to learn and master modern knowledge.
- 3K14. Ability to work in an international context.
- CK3. Ability to determine the prospects for the development of the organization.
- CK7. Ability to choose and use modern management tools.
- CK12. Ability to analyze and structure the problems of the organization, to form sound decisions.
- CK13. Understanding of the principles and norms of law and use them in professional activities.

### **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,
C	

	methods, techniques and tools provided by the program, but with some inaccuracies
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

## 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](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