

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**  
**SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

**Syllabus**  
**of the academic discipline**  
**"ADMINISTRATIVE MANAGEMENT"**  
**for full-time students of training direction**  
**6.030601 "Management"**

**Харків. ХНЕУ ім. С. Кузнеця, 2016**

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*Самостійне електронне текстове мережне видання*

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A thematic plan of the academic discipline is given according to the modules and themes. Plans of lectures and seminars (practical studies), questions for independent training, criteria for assessing students' knowledge are presented.

Recommended for full-time students of training direction 6.030601 "Management".

Наведено тематичний план навчальної дисципліни за модулями та темами. Подано плани лекцій та семінарських (практичних) занять, запитання для самостійної роботи, критерії оцінювання знань студентів.

Рекомендовано для студентів напряму підготовки 6.030601 "Менеджмент" денної форми навчання.

# Introduction

Administration, also referred to as business administration, is the management of an office, business, or organisation. It involves the efficient organisation of people, information, and other resources to achieve organisational objectives. The management of administration has become an important function for each successful organisation and it plays an essential role in ensuring that businesses run smoothly.

All managers, and many other professionals, carry out some component of administrative management in their roles. Anyone involved in the planning, co-ordinating, directing, or controlling aspects of a business can be considered an administrative manager.

Effective administrative managers are organised and detail-orientated with good analytical skills in running day-to-day operations. They value the point of view of those who are expected to operate often complex systems. With the speed of change in business, it is important for administrative managers to stay up to date on developments in the business and office environment.

The academic discipline "Administrative Management" refers to the regulatory cycle of professionally oriented training programmes for Bachelor's academic qualification of training direction 6.030601 "Management".

The academic discipline "Administrative Management" is closely related to the following disciplines: "Management", "Theories of Organizations", "Planning Enterprise's Activity", "Human Resource Management", "Technologies of Labor Administration and Organization at an Enterprise" "Self-management", "Economics and Finance of an Enterprise".

## 1. Description of the academic discipline

Indicator	Subject area, training direction, educational qualification	Characteristics of the academic discipline
		Full-time form of study
Number of credits: 3	Subject area <u>0306 "Management and Administration"</u>	Regulatory
Content modules: 3	Training direction <u>6.030601 "Management"</u>	Academic year:
Total hours: 108		4
		Semester
		1 (7)
		Lectures
Hours per week for full- time form of study: in class: 2.6; independent training: 3.8	Educational qualification: Bachelor	18 hours
		Practical (seminar) studies
		26 hours
		Independent training
		64 hours
		Assessment: test

Class hours to independent training ratio: 68 %

## 2. The purpose and objectives of the academic discipline

**The purpose** of the academic discipline "Administrative Management" is to improve the effectiveness of the organizational structure management through proper use of principles and tools of administration by managers at various levels, as well as creation of an integrated system of administrative management.

**The main objectives** of the academic discipline are:

- to study the administrative management terminology database;
- to justify the role of administration and manager-administrator in the administrative management system;
- to study the functions and process of administrative management;

- to develop skills in planning and organizing the administrative work;
- to justify the choice of forms and methods of administrative influence on subordinates;
- to study forms of administrative control and regulation;
- to form the information and administrative support of the enterprise activity.

**The object** of the academic discipline is organizational activities in the field of socio-technical systems, which make a modern organization.

**The subject** of the academic discipline is principles and technologies of administrative management.

For the best possible mastering of the academic discipline materials, students must have knowledge and skills in the field of economic theory, macro- and microeconomics, the basics of management, political science. In the course of studies students receive the required knowledge during lectures and carrying out practical tasks. Certain issues are submitted for review and discussion during seminars. The independent work of students is also of great importance in the study and consolidation of knowledge. All these types of classes are designed according to the Bologna Declaration.

As a result of studying the academic discipline, students should:

**know:**

- the administrative management terminology database;
- the peculiarities of the administrative management system;
- the role of administration and the manager-administrator in the administrative management system;
- the main functions and the process of administrative management;
- the main methods and technologies of administrative management;
- forms and methods of administrative planning and organization;
- the basic forms and methods of administrative influence on subordinates;
- forms of administrative control and regulation;
- the information and administrative support of the enterprise activity.

**be able to:**

- understand the main concepts of administrative management and identify problems and prospects of the administrative management development;
- understand the peculiarities of the administrative management system;
- develop administrative plans at the enterprise;

organize the labor of employees of the enterprise and the administrative work within the enterprise;  
 motivate the administrative personnel of the enterprise;  
 control and regulate the administrative management activity at an enterprise;  
 implement the administrative methods of management;  
 create an environment supporting an effective managerial decision-making system;  
 apply modern approaches of administrative management to the enterprise activity.

When studying the academic discipline, students should get professional competences listed in Table 2.1.

Table 2.1

**Professional competences which students should have after studying the academic discipline**

<b>Code of competence</b>	<b>Competence</b>	<b>Competence content</b>
1	2	3
AM1*	To understand the peculiarities of administrative management as a system	The ability to understand the main concepts of administrative management and identify problems and prospects of the administrative management development
		The ability to understand the peculiarities of the administrative management system
AM2	To understand the specifics of the administrative management technologies and implement them in business activity	The ability to develop administrative plans at an enterprise
		The ability to organize the labor of enterprise employees and the enterprise administrative work
		The ability to motivate the enterprise administrative personnel
		The ability to control and regulate the administrative management activity at an enterprise

Table 2.1 (the end)

1	2	3
AM3	To use the methods of administrative management and administrative managerial decisions	The ability to implement administrative methods of management
		The ability to create an environment to support an effective managerial decision-making system
		The ability to apply modern approaches of administrative management to the enterprise activity

\*Administrative Management

The structure of constituents of professional competences and their formation in the process of learning the academic discipline "Administrative Management" in accordance with the National Qualifications Framework are presented in Appendix A.

### **3. The syllabus of the academic discipline**

#### **Content module 1. The theoretical basics of administrative management**

##### **Theme 1. The administrative management theory**

The historical background and evolution of administrative management. The classical administrative school of management: H. Fayol, L. Urwick, A. H. Church, J. Mooney, A. Riley. The theory of an ideal administrative organization (M. Weber). The modern concept of administrative management. Principles of administrative management.

Criticism of the administrative management concept. The administrative red tape. Problems and prospects of the administrative management development under the conditions of chaos and uncertainty. Administrative management in different business cultures and civilizations: the impact of national traditions, culture and mentality.

## **Theme 2. The administrative management system and the management apparatus**

The administrative management system. The categories of administrative management. The structure of the administrative management system. The levels of the administrative management system.

Administrative management in business organizations (business administration). Administrative management in non-profit and public organizations (public administration).

The administrative management bodies and their variations. An administration office as a subject of administrative management, its forms, tasks, functions and structure.

The manager-administrator as a key element of administration and administrative management. The content of activity, functions and tasks of the manager-administrator. Administrative positions and their hierarchy. Requirements to the modern manager-administrator.

## **Content module 2. The administrative management technology**

### **Theme 3. Planning in administrative management**

The target approach to planning. Principles of administrative planning. The levels of administrative planning. The methodical basis of the administrative planning. Methods of plan development. Charts of the work performance.

The strategic vision, forecasting and programming. Prospective and strategic planning as a primary function of administration. Target complex programs. Short-term and operational plan. Schedules. Route maps. Individual plans.

### **Theme 4. Organizing the labor of subordinates and job design**

The essence of organizing the administration activity and its role in administrative management. Organizing the structure of administration. Fixing the powers, duties and responsibilities of the enterprise administration



personnel. Delegation of the authority. Centralization and decentralization of the administrative authority in management. Specification of the responsibility.

The methodological basis of designing the organizational structures of administration. Factors influencing the design process. The procedure for designing organizational structures of administration. Tools of the design.

Horizontal, functional division of labor and vertical specialization of administration. The levels of administration. The departmentization in management. Types of departmentization. Administrative units. The scale of control. Building an administration hierarchy.

The concept of job design. The work analysis. The content, context and requirements to the job. Job parameters. Perception of the job content. Relations of technology and job design. Job design models.

### **Theme 5. Motivating the administrative personnel**

The forms of the administrative personnel motivation. Preventing demotivation. The role of salaries, allowances, bonuses and awards in motivating the system of administration. Alternative approaches to the administrative personnel motivation. The administrative personnel incentive system development.

### **Theme 6. Controlling and regulating administrative management**

Control of administration, its types. Preliminary, current and final control of the administration activity. Peculiarities and conditions of the administration activity control.

The essence of administrative and executive control. Principles of administrative control. Types of administrative control. The external and internal administrative control.

Administrative standards. Total and selective types of control. Visual and automated types of the monitoring survey. Tools of administrative control. Budget control, administrative audit, statistical observation, personal observations, reports, meetings.

Features of the regulation of administrative activities in the organization. Regulation as a way to eliminate the deficiencies and deviations of administration.

## **Content module 3. Methods and managerial decisions in administrative management**

### **Theme 7. Administrative methods of management**

Methods of administrative management and their classification. Organizational and administrative methods. Orders, directions and verbal instructions. Regulation of management. Types of regulations. Methods of the regulations development. Current approaches to the regulation development. Features of regulation in the service sector.

Documentary, informational, legal, personnel and technical support of the administrative management system. Administrative records management in the organization.

The nature of the administrative power. Personalization and personification of power. The typology of leaders and subordinates. The authority of the manager. Duties, rights and responsibilities of subordinates. The administrative influence. Methods of the administrative influence. The disciplinary influence. Organization of the discipline and order. Regulation as a means of the administrative power. Delegating powers to subordinates.

Rationalization, democratization and economization of relations between subordinates and the administration. Collective management.

### **Theme 8. Administrating managerial decisions**

Types of managerial decisions in the administrative management system. Creating a system of communication and information support of the organization. Creating communications networks in management. Forms of administrating managerial decisions. Characteristics of the managerial decision performance system. Control of the decisions made. Assessment of the administrative decision implementation. Sanctions and incentives.

### **Theme 9. Modern administrative management technologies**

Information systems as a basis of modern technologies in administrative management. Types and forms of information systems in administrative management. A process approach in administrative management. The administrative know-how. Administrating the business

processes. Administrative management and the concept of "lean production". Integration of the administrative management system with ERP systems. Administrative management and quality management standards system ISO.

## 4. The structure of the academic discipline

From the beginning of studying the academic discipline, each student should be familiarized with both the syllabus of the academic discipline and forms of training, and with the structure, content and scope of each of the training modules, as well as all of the kinds of monitoring and evaluation of training methods.

The educational process in accordance with the syllabus of the academic discipline "Public Administration" is carried out in the following forms: lectures, seminars and practicals, individual work, independent study of students, and control measures. The study of the academic discipline occurs through consistent and thorough elaboration of training modules which are relatively independent units of separate disciplines that logically combine several training elements of the academic discipline in the content and interdependences. The syllabus of the academic discipline consists of four content modules (Table 4.1).

Table 4.1

### The structure of a test credit of the academic discipline

Theme	Number of hours			
	Lectures	Practicals (seminars)	Independent training	Total
1	2	3	4	5
<b>Content module 1.</b> The theoretical basics of administrative management				
<b>Theme 1.</b> The administrative management theory	2	2	4	8
<b>Theme 2.</b> The administrative management system and the management apparatus	2	4	4	10

Table 4.1 (the end)

1	2	3	4	5
<b>Total hours per module</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>18</b>
<b>Content module 2. The administrative management technology</b>				
<b>Theme 3. Planning in administrative management</b>	2	4	8	14
<b>Theme 4. Organizing the labor of subordinates and job design</b>	2	4	8	14
<b>Theme 5. Motivating the administrative personnel</b>	2	4	8	14
<b>Theme 6. Controlling and regulating in administrative management</b>	2	2	8	12
<b>Total hours per module</b>	<b>8</b>	<b>14</b>	<b>32</b>	<b>54</b>
<b>Content module 3. Methods and managerial decisions in administrative management</b>				
<b>Theme 7. Administrative methods of management</b>	2	2	8	12
<b>Theme 8. Administrating managerial decisions</b>	2	2	8	12
<b>Theme 9. Modern administrative management technologies</b>	2	2	8	12
<b>Total hours per module</b>	<b>6</b>	<b>6</b>	<b>24</b>	<b>36</b>
<b>Total for the academic discipline</b>	<b>18</b>	<b>26</b>	<b>64</b>	<b>108</b>

## 5. Plans of practicals and seminars

A seminar is a form of instruction in which the teacher organizes discussion of certain themes on which students prepare theses. Practical lessons aim to develop the abilities and skills in performing certain types of work management.

In the course of practical training students (after the previous explanation of the teacher) carry out the proposed tasks of different complexity, consider situations or play business games. Practical tasks are performed collectively in small groups or individually. Some problems can be performed by self-training. At the end of the task, testing and summarizing is performed followed by appropriate assessment.

The list of themes for practicals and seminars is presented in Table 5.1.

Table 5.1

### The structure of practicals and seminars

Theme	Questions	Hours	Recommended literature
1	2	3	4
<b>Content module 1.</b> The theoretical basics of administrative management			
<b>Theme 1.</b> The administrative management theory	1. The classical administrative school of management (H. Fayol, L. Urwick, A. H. Church, J. Mooney, A. Riley). 2. The theory of an ideal administrative organization (M. Weber). 3. The modern concept of administrative management. 4. The administrative red tape	2	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Theme 2.</b> The administrative management system and the management apparatus	1. The administrative management system. 2. An administration office as a subject of administrative management, its forms, tasks, functions and structure. 3. Requirements to the modern manager-administrator	4	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Content module 2.</b> The administrative management technology			
<b>Theme 3.</b> Planning in the administrative management	1. Methods of plans development. 2. Charts of the work performance. 3. The strategic vision, forecasting and programming. 4. Target complex programs. 5. Short-term and operational plans. 6. Schedules. 7. Route maps. 8. Individual plans	4	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Theme 4.</b> Organizing the labor of subordinates and job design	1. Job design. 2. Delegation of the authority. 3. Centralization and decentralization of the administrative authority in management. 4. The scale of control. 5. The work analysis	4	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]

Table 5.1 (the end)

1	2	3	4
<b>Theme 5.</b> Motivating the administrative personnel	<ol style="list-style-type: none"> <li>1. The forms of the administrative personnel motivation.</li> <li>2. Salaries, allowances, bonuses and awards in the motivating system of administration.</li> <li>3. Alternative approaches to the administrative personnel motivation.</li> <li>4. The administrative personnel incentive system development</li> </ol>	4	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Theme 6.</b> Controlling and regulating in the administrative management	<ol style="list-style-type: none"> <li>1. Preliminary, current and final control of the administration activity.</li> <li>2. Types of the administrative control.</li> <li>3. The external and internal administrative control</li> </ol>	2	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Content module 3.</b> Methods and managerial decisions in administrative management			
<b>Theme 7.</b> Administrative methods of management	<ol style="list-style-type: none"> <li>1. Orders, directions and verbal instructions.</li> <li>2. Documentary, informational, legal, personnel and technical support of the administrative management system.</li> <li>3. The typology of leaders and subordinates.</li> <li>4. Methods of the administrative influence. The disciplinary influence</li> </ol>	2	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Theme 8.</b> Administering the managerial decisions	<ol style="list-style-type: none"> <li>1. Creating a system of communication and information support of an organization.</li> <li>2. Creating communications networks in management.</li> <li>3. Assessment of the administrative decision implementation</li> </ol>	2	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Theme 9.</b> Modern administrative management technologies	<ol style="list-style-type: none"> <li>1. Administering the business processes</li> </ol>	2	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]

## **An example of a typical practical task**

### **(Theme 3. Planning in the administrative management)**

#### **Methodical recommendations:**

This exercise will elaborate on setting clear-cut goals. The components of a correctly stated goal will contain:

the attribute sought – the topic being addressed, such as profits, customer satisfaction, or product quality;

the target to be achieved – the specific amount or level, such as the volume of sales or the extent of management training to be achieved;

an index to measure progress – the unit that will be used to measure the target, such as dollars for sales volumes or the number of individual managers for training;

a time frame – the time period in which the goal is to be achieved, frequently a specific date.

Here is a business example provided to illustrate the four components:

Maximize profitability (attribute sought) with a 7 per cent increase (the target) in return on equity (the index) by the end of the fiscal year (the time frame).

This exercise will help you to apply these same principles to setting clear-cut goals for yourself, to help you start (or continue) practicing this habit of highly effective people.

Here are two personal goals stated using the four components mentioned above.

I will increase my physical fitness (attribute sought) by reducing my weight (the index) by 10 pounds (the target) by April 30 (the time frame).

I will increase my savings account (attribute sought) by depositing 20 per cent (the target) of my net paycheck (the index) into the bank beginning this Friday for the next eight weeks (the time frame) so I'll have enough money to pay for my auto insurance when it comes due.

The business-related types of goals are strategic, tactical, and operational. To help you in writing your personal goals in this exercise, here are some personal goal types: academic, career, family, financial, physical, social, and spiritual. A well-balanced person tries to have goals representing each of these categories.

### Instructions:

Write out seven goals that are important for you to achieve during the year.

Some of the goals should be short-term (maybe something you need to finish by the end of this week); others should have a longer time frame.

Work to write your goal statement so you can check all four boxes (attribute sought, target, index, and time frame) as represented in your statement.

Your goals should represent different goal types.

## 6. Independent training

Successful learning of the academic discipline requires independent study of special economical literature, periodical publications. The main types of independent work, students are offered is given in Table 6.1.

Table 6.1

### The structure of independent work

Themes	Questions for independent work	Hours	Literature
1	2	3	4
<b>Content module 1.</b> The theoretical basics of administrative management			
<b>Theme 1.</b> The administrative management theory	1. Criticism of the administrative management concept. 2. Problems and prospects of the administrative management development under the conditions of chaos and uncertainty. 3. Administrative management in different business cultures and civilizations: the impact of national traditions, culture and mentality	4	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Theme 2.</b> The administrative management system and the management apparatus	1. Business administration and public administration	4	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]



Table 6.1 (continuation)

1	2	3	4
<b>Content module 2. The administrative management technology</b>			
<b>Theme 3.</b> Planning in administrative management	1. International approaches to the administrative planning, prospects and trends	8	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Theme 4.</b> Organizing the labor of subordinates and job design	1. International approaches to administrative organization, prospects and trends	8	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Theme 5.</b> Motivating the administrative personnel	1. International approaches to administrative motivating, prospects and trends	8	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Theme 6.</b> Controlling and regulating in administrative management	1. International approaches to administrative controlling, prospects and trends	8	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Content module 3. Methods and managerial decisions in administrative management</b>			
<b>Theme 7.</b> Administrative methods of management	1. Administrative records management in the organization	8	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]

Table 6.1 (the end)

1	2	3	4
<b>Theme 8.</b> Administering the managerial decisions	1. Forms of administering managerial decisions. 2. Control of the decisions made. 3. Sanctions and incentives	8	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]
<b>Theme 9.</b> Modern administrative management technologies	1. The administrative know-how. 2. Administrative management and the concept of "lean production". 3. Integration of the administrative management system with ERP systems. 4. Administrative management and quality management standards system ISO	8	Main: [1 – 8]. Additional: [9 – 20]. Internet resources: [21 – 23]

## 6.1. Questions for self-testing

1. The historical background and evolution of the administrative management.
2. The classical administrative school of management.
3. The theory of an ideal administrative organization.
4. The modern concept of the administrative management.
5. Principles of the administrative management.
6. Criticism of the administrative management concept.
7. The administrative red tape.
8. Problems and prospects of the administrative management development under the conditions of chaos and uncertainty.
9. The administrative management system.
10. The categories of administrative management.
11. The structure of the administrative management system.
12. The levels of the administrative management system.
13. Administrative management in business organizations (business administration).
14. Administrative management in non-profit and public organizations (public administration).
15. The administrative management bodies and their variations.
16. An administration office as a subject of administrative management, its forms, tasks, functions and structure.

17. The manager-administrator as a key element of administration and administrative management.
18. Administrative positions and their hierarchy.
19. Requirements to the modern manager-administrator.
20. The target approach to planning.
21. Principles of administrative planning.
22. The levels of administrative planning.
23. The methodical basis of administrative planning.
24. Methods of plan development.
25. Charts of the work performance.
26. The strategic vision, forecasting and programming.
27. Prospective and strategic planning as a primary function of administration.
28. Target complex programs.
29. Short-term and operational plans.
30. Schedules.
31. Route maps.
32. Individual plans.
33. Organizing the structure of administration.
34. Fixing the powers, duties and responsibilities of administration personnel of the enterprise.
35. Delegation of authority.
36. Centralization and decentralization of the administrative authority in management.
37. Specification of responsibility.
38. Factors influencing the design process.
39. The procedure for designing organizational structures of administration. Tools of the design.
40. Horizontal, functional division of labor and vertical specialization of administration.
41. Levels of administration.
42. Departmentization in management. Types of departmentization.
43. The concept of job design.
44. The work analysis.
45. The forms of the administrative personnel motivation.
46. Preventing demotivation.
47. The role of salaries, allowances, bonuses and awards in the motivating system of administration.

48. Alternative approaches to the administrative personnel motivation.
49. The administrative personnel incentive system development.
50. Control of administration, its types.
51. Preliminary, current and final control of the administration activity.
52. Peculiarities and conditions of the administration activity control.
53. The essence of the administrative and executive control.
54. Principles of the administrative control.
55. Types of the administrative control.
56. The external and internal administrative control.
57. Total and selective types of control.
58. Visual and automated types of the monitoring survey.
59. Tools of the administrative control.
60. Budget control, administrative audit, statistical observation, personal observations, reports, meetings.
61. Methods of administrative management and their classification.
62. Organizational and administrative methods.
63. Orders, directions and verbal instructions.
64. Regulation of management.
65. Types of regulations.
66. Methods of the regulations development.
67. Documentary, informational, legal, personnel and technical support of the administrative management system.
68. Administrative records management in the organization.
69. Types of managerial decisions in the administrative management system.
70. Characteristics of the managerial decisions performance system.
71. Control of the decisions made.
72. Assessment of the administrative decision implementation.
73. Types and forms of information systems in administrative management.
74. A process approach in administrative management.

## **7. Tutorials**

Individual and consulting work is advisory work in the form of: individual lessons, consultations, checking individual tasks, verification and security problems that make the current control.

The forms of individual and advisory work are:

a) theoretical material:

consulting: individual (question – answer);

group (considering typical examples – cases);

b) practical material:

individual and group counselling;

c) comprehensive assessment of learning the syllabus material:

individual presentation of works.

## 8. Methods of enhancing the learning process

In order to enhance the learning of the academic discipline the following technologies are used:

**Mini-lectures** providing educational material in a short period of time and characterized by large capacity, complexity of logical constructions, images, proofs and generalizations (*themes 1, 2, 4, 9*).

**Problem lectures** making one of the most important elements of problem-based teaching of students. Along with the consideration of tenets contained in the main lectures, they include examination of a range of problem issues of controversial nature that have not been researched and have relevance to theory and practice. Problem lectures imply reasoning of the material that is taught. They contribute to the formation of students' independent creative thinking and acquisition of cognitive skills. The students are participants in scientific research and solve problem situations (*themes 3 – 9*).

**Work in small groups** enabling students to structure practical studies and seminars in the form and content; creating opportunities for participation of each student in the class work; ensuring the formation of personal skills and experience in social interaction (*practical tasks 1 – 9*).

**Brainstorming** which is a method for solving urgent problems, when students are offered to express as many ideas for discussion as possible in a very limited period of time with their further selection (*practical tasks 2 – 7*).

**The case method** implying the analysis of specific situations, imitating the actual professional practice through consideration of operational, managerial and other situations, complex cases of conflict, problem situations, incidents in the process of learning the material (*practical tasks 3 – 8*).

**Presentations** which mean speaking to an audience to represent certain advances, group work results, reports on individual tasks, instructions, demonstrations of new products and services (*practical tasks 3 – 8*).

**Seminar-discussions** involving exchange of ideas and views of participants on the topics, aiming to develop thinking and help form looks and beliefs, develop the ability to formulate thoughts and express them (*practical tasks 1, 9*).

**Brainstorming** which is a method of solving urgent problems, the essence of which is to give the largest possible number of ideas in a very limited time to discuss and make their selection (*practical tasks 3 – 8*).

**Banks of visual support** that help to enhance the creative perception of the content of the academic discipline by using visual aids (*all lectures*).

## 9. The system of current and final assessment

Control measures are carried out in the following forms:

active work at lectures;

performance of practical tasks and active participation in discussions;

preparation and presentation of materials at seminars and active participation in discussions during seminars;

preparation and presentation of an essay;

current tests;

final test.

Evaluation is conducted on a 100-point accumulative scale which is presented in Table 9.1.

Table 9.1

### Contribution of points by forms and methods of studying

Theme	Lecture	Practice	Home task	Essay	Test	Total
1	2	3	4	5	6	7
<b>Content module 1.</b> The theoretical basics of administrative management						
<b>Theme 1.</b> The administrative management theory	1	1				2

Table 9.1 (the end)

1	2	3	4	5	6	7
<b>Theme 2.</b> The administrative management system and the management apparatus	1	2				3
<b>Content module 2.</b> The administrative management technology						
<b>Theme 3.</b> Planning in administrative management	1	2				3
<b>Theme 4.</b> Organizing the labor of subordinates and job design	1	2				3
<b>Theme 5.</b> Motivating the administrative personnel	1	2			10	13
<b>Theme 6.</b> Controlling and regulating in administrative management	1	1		8		10
<b>Content module 3.</b> Methods and managerial decisions in administrative management						
<b>Theme 7.</b> Administrative methods of management	1	1				2
<b>Theme 8.</b> Administrating the managerial decisions	1	1	20			22
<b>Theme 9.</b> Modern administrative management technologies	1	1		20	20	42
<b>Total for the academic discipline</b>	<b>9</b>	<b>13</b>	<b>20</b>	<b>28</b>	<b>30</b>	<b>100</b>

The current test results are evaluated on the 10-point scale. The evaluation criteria are listed in Table 9.2.

Table 9.2

### Evaluation criteria

Evaluation criteria	Scores
1	2
<b>The theoretical problem (maximum 5 points)</b>	
A student applies the knowledge system of the teaching material at a high level. The resulting answer is logical and reasonable. The task should be done neatly	5
A student applies the knowledge system of the teaching material at an average level. The resulting answer is logical and reasonable. The task should be done neatly	4

Table 9.2 (the end)

1	2
A student applies the knowledge system of the teaching material at an average level. The resulting answer is not very logical and reasonable. The task should be done neatly	3
A student applies the theoretical material without sufficient understanding. The task should be done neatly	2
A student applies the theoretical material without sufficient understanding	1
<b>The practical problem (maximum 5 points, 2.5 points for each question)</b>	
In carrying out the tasks the ability to apply theoretical knowledge to the analysis is shown. The algorithm of solving the problem, the formula and explanations to them, all the calculations were done correctly. The opinion is expressed and there is enough evidence, references to regulations, works by local and foreign scientists were made. The logic of the issue was displayed, the structure and style of presentation of the material is satisfactory. Consistent views of the author about the problem were stated for a specified time interval. The task should be done neatly	2.5
The algorithm of solving the problem, the formula and explanation to them all the calculations were done correctly. The opinion is given and there is enough evidence; references to laws and regulations were made. The task should be done neatly	2
The algorithm of solving the tasks is given by formulas and explanations for them. There may be minor occasional errors that do not significantly affect the consistency of responses. The opinion is expressed, but it is not sufficiently substantiated. The task should be done neatly	1.5
In carrying out the tasks the ability to apply theoretical knowledge to conducting economic analysis was shown in part. The algorithm of solving the problem, formulas and explanations given to them resulted in significant errors. The analysis is incomplete. Conclusions are not available. The task should be done neatly	1
A student faced significant challenges in the analysis. The task is not solved, the student faced difficulty in solving the tasks at the elementary level. Significant mathematical errors were made in doing the task and no conclusions were drawn. The task should be done neatly	0.5

### **Example of current control**

#### **Task 1 (2.5 points) – practical problem.**

Write two goals for a company (short-term and long term). The goals should concern standards.

Explain their compliance with required goal components.



## Task 2 (2.5 points) – practical problem.

Analyse the following activities using the critical path method. Explain your actions. Draw a conclusion.

Activity	Duration, days	Predecessors
A	1	-
B	3	A, C
C	7	-
D	3	C
E	4	B, C, D
F	1	D
G	1	A
H	6	C
I	8	H, G, D

## Task 3 (5 points) – theoretical problem.

Compare the administrative type of planning with other modern basic type (-s).

## 10. Distribution of student's points

The system of evaluation of the level of students' professional competences is given in Table 10.1.

Table 10.1

### The system of evaluation of the level of students' professional competences

Week	Hours	Form of studying	Assessment			
			Form of control	Maximal point		
1	2	3	4	5		
<b>Content module 1. The theoretical basics of administrative management</b>						
1	in class	2	Lecture	Theme 1. The administrative management theory	Work at the lecture	1
	ind.	2	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	

Table 10.1 (continuation)

1	2		3		4	5
2	in class	2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	2	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
3	in class	2	Lecture	<b>Theme 2.</b> The administrative management system and the management apparatus	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
4	in class	2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
<b>Content module 2. The administrative management technology</b>						
5	in class	2	Lecture	<b>Theme 3.</b> Planning in administrative management	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
6	in class	2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
7	in class	2	Lecture	<b>Theme 4.</b> Organizing the labor of subordinates and job design	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
8	in class	2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
9	in class	2	Lecture	<b>Theme 5.</b> Motivating the administrative personnel	Work at the lecture	1
				A theoretical current test	Test	5

Table 10.1 (continuation)

1	2		3		4	5
		2	<b>Practical</b>	Solving practical problems according to the theme	Active participation in the practical	1
				A practical current test	Test	5
	ind.	4	<b>Preparation for lessons</b>	Search, selection and study of the literature for the theme	Check of the home task	
10	in class	2	<b>Practical</b>	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	4	<b>Preparation for lessons</b>	Search, selection and study of the literature for the theme	Check of the home task	
11	in class	2	<b>Lecture</b>	<b>Theme 6.</b> Controlling and regulating in administrative management	Work at the lecture	1
	ind.	4	<b>Preparation for lessons</b>	Search, selection and study of the literature for the theme	Check of the home task	
12	in class	2	<b>Practical</b>	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	4	<b>Preparation for lessons</b>	Search, selection and study of the literature for the theme	Check of the home task	
				Preparation of the essay	Check of the essay	8
<b>Content module 3. Methods and managerial decisions in administrative management</b>						
13	in class	2	<b>Lecture</b>	<b>Theme 7.</b> Administrative methods of management	Work at the lecture	1
	ind.	4	<b>Preparation for lessons</b>	Search, selection and study of the literature for the theme	Check of the home task	
14	in class	2	<b>Practical</b>	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	4	<b>Preparation for lessons</b>	Search, selection and study of the literature for the theme	Check of the home task	
15	in class	2	<b>Lecture</b>	<b>Theme 8.</b> Administrating the managerial decisions	Work at the lecture	1
	ind.	4	<b>Preparation for lessons</b>	Search, selection and study of the literature for the theme	Check of the home task	
16	in class	2	<b>Practical</b>	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	4	<b>Preparation for lessons</b>	Search, selection and study of the literature for the theme	Check of the home task	20

Table 10.1 (the end)

1	2		3		4	5
17	in class	2	<b>Lecture</b>	<b>Theme 9.</b> Modern administrative management technologies	Work at the lecture	<b>1</b>
		2	<b>Practical</b>	Solving practical problems according to the theme	Active participation in the practical	<b>1</b>
				Final test	Test	<b>20</b>
	ind.	4	<b>Preparation for lessons</b>	Search, selection and study of the literature for the theme	Check of the home task	
				Preparation the essay	Check of the essay	<b>20</b>
<b>Total hours</b>	<b>180</b>		<b>Maximal point</b>			<b>100</b>

The maximal number of points which a student can get during a week according to forms and methods of studying is given in Table 10.2.

Table 10.2

### Distribution of points in weeks

<b>Weeks</b>	<b>Lecture</b>	<b>Practice</b>	<b>Home task</b>	<b>Essay</b>	<b>Test</b>	<b>Total</b>
1	2	3	4	6	7	8
Week 1	1					<b>1</b>
Week 2		1				<b>1</b>
Week 3	1	1				<b>2</b>
Week 4		1				<b>1</b>
Week 5	1	1				<b>2</b>
Week 6		1				<b>1</b>
Week 7	1	1				<b>2</b>
Week 8		1				<b>1</b>
Week 9	1	1			10	<b>12</b>

Table 10.2 (the end)

1	2	3	4	6	7	8
Week 10		1				1
Week 11	1					1
Week 12		1		8		9
Week 13	1					1
Week 14		1				1
Week 15	1					1
Week 16		1	20			21
Week 17	1	1		20	20	42
<b>Total</b>	<b>9</b>	<b>13</b>	<b>20</b>	<b>28</b>	<b>30</b>	<b>100</b>

The final mark for the academic discipline "Administrative Management" is calculated on the 100-point scale according to the qualification requirements for students of training direction "Management" (Table 10.3). For the discipline to be credited, the minimal number of obtained points is 60.

The total grade is transferred into the ECTS system according to the method of transferring the success grades of students' knowledge used in S. Kuznets KhNUE to the system of assessment on the ECTS scale.

Table 10.3

### Evaluation scale

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale
90 – 100	A	excellent
82 – 89	B	good
74 – 81	C	
64 – 73	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory
1 – 34	F	

## 11. Recommended literature

### 11.1. Main

1. Бовыкин В. Новый менеджмент. Решение проблем управления. Повышение в десятки раз темпов роста капитала / В. Бовыкин. – М. : Экономика, 2004. – 368 с.
2. Керівництво організацією : навч. посіб. / О. Є. Кузьмін, Н. Т. Мала, О. Г. Мельник та ін. – Л. : Вид. нац. ун-ту "Львів. політехніка", 2008. – 244 с.
3. Райченко А. В. Административный менеджмент : учебник / А. В. Райченко. – М. : ИНФРА-М, 2007. – 416 с.
4. Фомичев А. Н. Административный менеджмент / А. Н. Фомичев. – М. : Издат. дом Дашков и К°, 2006. – 228 с.
5. Cassidy C. Administrative Management: Setting People Up for Success / C. Cassidy, R. Kreitner, S. VanHuss. – Boston : Cengage Learning, 2015. – 400 p.
6. Erasmus A. W. Administrative Management / A. W. Erasmus, D. Groenewald, E. J. Ferreira. – 2nd edition. – Claremont : Juta and Company Ltd, 2010. – 480 p.
7. Ferreira E. J. Fundamentals of Office Management / E. J. Ferreira. – Claremont : Juta Academic, 2011. – 182 p.
8. Gibson P. Administrative Office Management / P. Gibson. – 13<sup>th</sup> edition. – Mason : South-Western, Cengage Learning, 2005. – 544 p.

### 11.2. Additional

9. Афанасьев М. В. Основы менеджменту : навчально-методичний посібник для самостійного вивчення дисципліни / М. В. Афанасьєв, Л. Г. Шемаєва, В. С. Верлока ; за ред. проф. М. В. Афанасьєва. – Х. : ВД "ІНЖЕК", 2003. – 484 с.
10. Бажин И. И. Информационные системы менеджмента / И. И. Бажин. – М. : ГУ-ВШЭ, 2000. – 688 с.
11. Баринов В. А. Организационное проектирование : учебник / В. А. Баринов. – М. : Инфра-М, 2005. – 399 с.
12. Веснин В. Р. Менеджмент : учебник / В. Р. Веснин. – 3-е изд., перераб. и доп. – М. : ТК Велби ; Проспект, 2006. – 504 с.

13. Виханский О. С. Менеджмент / О. С. Виханский, А. И. Наумов. – М. : Экономистъ, 2003. – 528 с.

14. Герберт А. Административна поведінка: Дослідження процесів прийняття рішень в організаціях, що виконують адміністративні функції / А. Герберт, Г. Саймон ; [пер. з англ. – перероб. і доп]. – К. : АртЕк, 2001. – 392 с.

15. Гордієнко Л. Ю. Адміністративний менеджмент : конспект лекцій для слухачів магістратури державної служби / Л. Ю. Гордієнко. – Х. : Вид. ХНЕУ, 2005. – 112 с.

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17. Менеджмент: теорія і практика : навч. посіб. / А. А. Мазаракі, Г. Є. Мошек, Л. А. Гомба та ін. – К. : Атіка, 2007. – 564 с.

18. Новіков Б. В. Основи адміністративного менеджменту : навч. посіб. / Б. В. Новіков, Г. Ф. Сініок, П. В. Круш. – К. : Центр навч. л-ри, 2004. – 560 с.

19. Райченко А. В. Общий менеджмент / А. В. Райченко. – М. : ИНФРА-М, 2005. – 384 с.

20. Слиньков В. Н. Свод документов в административном делопроизводстве менеджмента бизнеса / В. Н. Слиньков. – СПб. : Алерта, 2002. – 886 с.

### **11.3. Information resources**

21. Інтернет-портал для управлінців [Електронний ресурс]. – Режим доступу : <http://www.management.com.ua>.

22. Статистика України : науковий журнал [Електронний ресурс]. – Режим доступу : [www.ukrstat.gov.ua](http://www.ukrstat.gov.ua).

23. Статистична звітність емітентів України [Електронний ресурс]. – Режим доступу : [www.smida.gov.ua/db/emitent](http://www.smida.gov.ua/db/emitent).

### **11.4. Methodical support**

24. Канова О. А. Адміністративний менеджмент: матеріали курсу [Електронний ресурс] / О. А. Канова. – Режим доступу : <http://www.ikt.hneu.edu.ua/course/view.php?id=604>.

# Appendices

Appendix A

Table A.1

## The structure of the constituents of professional competences on the academic discipline "Administrative Management" as defined by the National Frame of Qualifications of Ukraine

Constituents of the competence which is formed within the theme	Minimum experience	Knowledge	Ability	Communications	Autonomy and responsibility
1	2	3	4	5	6
<b>Theme 1. The administrative management theory</b>					
The ability to understand the main concepts of the administrative management and identify problems and prospects of the administrative management development	The concept of administrative management, the administrative management theory	To know the principles of administrative management	To use the administrative management principles in the company management	To integrate the basic theories of administrative management	Responsibility for the accuracy and correctness of the peculiarities of administrative management, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made



Table A.1 (continuation)

1	2	3	4	5	6
<b>Theme 2. The administrative management system and the management apparatus</b>					
The ability to understand the peculiarities of the administrative management system	Basic elements of the administrative management system, administrative jobs	To know the main categories of the administrative management system, its levels and bodies	To identify the basic features of the administrative positions and main requirements to the manager-administrator	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of administrative management, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made
<b>Theme 3. Planning in administrative management</b>					
The ability to develop administrative plans at the enterprise	Levels of administrative planning, administrative methods of planning	To know the process of the administrative plans development, basic methods of administrative planning	To apply basic methods of administrative planning to company activity	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of administrative management, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made

Table A.1 (continuation)

1	2	3	4	5	6
<b>Theme 4. Organizing the labor of subordinates and job design</b>					
The ability to organize the labor of employees of the enterprise and the administrative work within the enterprise	The structure of administration of an enterprise, the organizational structure of an enterprise	To know the main types of the organizational structure, methods of organizing the labor process at an enterprise, factors influencing the administrative management organizational structure development	To build the administrative management organizational structure, develop job descriptions	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of administrative management, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made
<b>Theme 5. Motivating the administrative personnel</b>					
The ability to motivate the administrative personnel of the enterprise	Forms of the administrative personnel motivation, stimulation and demotivation	To know the main approaches to the administrative personnel motivation	To build an effective system of the administrative personnel motivation	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of administrative management, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made

Table A.1 (continuation)

1	2	3	4	5	6
<b>Theme 6. Controlling and regulating in administrative management</b>					
The ability to control and regulate the administrative management activity at an enterprise	Types of control, the essence of regulation, principles of administrative control	To know the specific features of administrative control and its types	To provide administrative control and regulation of the enterprise activity	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of administrative management, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made
<b>Theme 7. Administrative methods of management</b>					
The ability to implement the administrative methods of management	Types of the administrative methods of management, the concept of power	To know the specific administrative methods of management	To use appropriate administrative methods of management, to organize keeping administrative records at the enterprise	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of administrative management, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made

Table A.1 (the end)

1	2	3	4	5	6
<b>Theme 8. Administrating managerial decisions</b>					
The ability to create an environment to support an effective managerial decision making system	Types of the managerial decisions in the administrative management	To know the main forms of administrating the managerial decisions, the features of the managerial decisions implementation system	To create a communication and information support system of the organisation, assess implementation of managerial decisions	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of administrative management, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made
<b>Theme 9. Modern administrative management technologies</b>					
The ability to apply modern approaches of administrative management to the enterprise activity	Types and forms of the information systems in administrative management, the process approach to administrative management	To know modern trends in the administrative management field	To implement modern technologies in the administrative management at enterprise	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of administrative management, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made

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