



**MINISTRY OF HEALTH OF UKRAINE
NATIONAL UNIVERSITY OF PHARMACY
Department of Management and Quality Assurance in
Pharmacy**

MANAGEMENT AND LEADERSHIP

(Course Name)

**WORK PROGRAM
of educational component**

training for First (bachelor's) level of higher education
(Higher Educational Level Name)

in specialty «073 Management»
(Code and Specialty Name)

field of knowledge «07 Management and administration»
(Code and Knowledge Field Name)

of educational program « Management »
(Educational Program Name)

in specialization(s) _____
(Code and Specialization Name)

Kharkiv-2023
(year of creation)

The work program of the educational component Management and Leadership in specialty 073 Management educational program Management in specialization(s) _____ for applicants for higher education 2 year of study

EDUCATIONAL COURSE TEAM:

DERENSKA Yana., assoc. professor of Department of management and quality assurance in pharmacy, PhD

(specify the LAST NAME, first name of the authors, their positions, scientific degrees and academic titles)

Work program has been considered and approved at the Department meeting of Department of management, economy and quality assurance in pharmacy
Record from « 01 » september 2023 № 1

Head of the Department _____
(signature)

Prof. Tetyana KRUTSKYKH
(surname and initials)

Work program has been approved at the meeting of the Methodical Commission economics and management disciplines
Record from « 05 » September 2023 № 1

Head of Specialized Committee _____
(signature)

Prof. Alla NEMCHENKO
(surname and initials)

1. The Description of the educational component

Language of study: English

Status of the educational component: selective

Prerequisites for studying the educational component: «English», «Theory and History of Management», «Social and Psychological Foundations of Management».

The subject of educational component study «Management and Leadership» is Basic theoretical and applied aspects of management and the fundamentals of leadership-based management.

Information content of the educational component. 4 ECTS credit 120 hours are assigned to the study of the educational component.

2. Objectives and tasks of the educational component

The purpose of teaching the educational component «Management and Leadership» is to provide higher education students with knowledge that will help them to navigate information flows, provide the ability to prepare and implement management decisions, knowledge of management process technology, its documentary support, knowledge of management psychology, business relations, and the ability to organise managerial work.

The main tasks of the educational component «Management and Leadership» are to acquaintance with the basics of organisation and management of structural units; learn to find the necessary information, apply the necessary latest information technologies, filter only relevant and useful information, analyse it; identify patterns and use them in practical activities; predict and draw conclusions based on the analysis of previous information, form their own point of view; learn to generate original thoughts and ideas, put them into practice; improve communication culture, acquire knowledge of the basics of teamwork and effective techniques and methods of preventing conflict situations.

3. Competence and planned educational outcomes

Educational component «Management and Leadership» ensures the acquisition of applicants for higher education the following **competences**:

Integral competencies:

- The ability to solve complex specialised tasks and practical problems characterised by complexity and uncertainty in the field of management or in the learning process, which involves the application of theories and methods of social and behavioural sciences.

Soft- skills / General competences (CG):

CG 5. Ability to knowledge and understanding of the subject area and understanding of professional activities;

CG 7. Ability to communicate in a foreign language;

CG 8. Skills in the use of information and communication technologies.

Hard-skills / Professional (special) competences (PC):

PC 5. Ability to manage an organisation and its units through the implementation of management functions;

PC 9. Ability to work in a team and establish interpersonal interaction in solving professional problems;

PC 10. Ability to evaluate the work performed, ensure its quality and motivate the staff of the organisation;

PC 11. Ability to create and organise effective communications in the management process;

PC 15. Ability to develop and demonstrate leadership and behavioural skills.

Integrative final program learning outcomes (PLO), the formation of which is facilitated by the educational component:

PLO 3. To demonstrate knowledge of theories, methods and functions of Management, Modern Concepts of Leadership.

PLO 9. To demonstrate the skills of interaction, leadership, teamwork.

PLO 16. To demonstrate the skills of independent work, flexible thinking, openness to new

knowledge, to be critical and self-critical.

PLO 17. To carry out research individually and/or in a group under the guidance of a leader. As a result of studying the educational component, the applicant for higher education will be *know*:

- management design, development, and deployment;
- management tools, techniques, and skills;
- strategies to address the ubiquitous issue of resistance to change;
- critical resources for effective management;
- the implications, challenges, and opportunities of organizational dynamics in management;
- key performance metrics in management;
- how to manage cost, quality, and delivery;

be able to:

- understand strategies and address the ubiquitous issue of resistance to change;
- align critical resources for effective management;
- engage and lead effective teams in your organization;
- understand the structure of financial statements relating to Profit and Loss;
- understand principles of quality management;
- understand and innovation management design, development, and deployment;

possess:

- understanding how to discuss complex management situations based on knowledge and facts and respect for different opinions;
- critical attitudes, which are necessary for life-long learning;
- an open attitude toward inter-functional team-work;
- sensibility towards the ethical dimensions of different aspects of the content of this course.

4. The educational component structure

Names of content modules and topics	The amount of hours											
	full time study						part time study					
	the whole amount	including					the whole amount	including				
		l.	sem	Practical lessons	lab	self-study		l.	sem.	Practical lessons	lab.	self-study
1	2	3	4	5	6	7	8	9	10	11	12	13
Content module 1. Management and Leadership												
Topic 1. The meaning and characteristics of the category «management»	17	4		2		11	20	1				19
Topic 2. Environmental Analysis	17	4		2		11	20	1				19
Topic 3. Management functions: planning and organization	19	6		2		11	19	1		1		17
Topic 4. Management functions: motivation and control	19	6		2		11	19	1		1		17
Topic 5. The role and functions of the manager in the management system	21	6		4		11	19	2		1		17
Topic 6. Basics of	25	6		6		13	21	2		2		17

management decisions. Final test of CM 1 assimilation											
The whole amount of hours for the content module 1	118	32		18		68	118	8		5	106
Semester credit from module 1	2			2			1			1	
<i>The whole amount of hours for the course</i>	120	32		20		68	120	8		6	106

5. Contents of the educational component

Content module 1. Management and Leadership

Topic 1. The meaning and characteristics of the category «management»

The essence of management. Management as a science and art. Types of management. Management functions. Company as an object of management. Organization, company, institution: definition, essence. Classification of companies. Areas of activity of companies. Key success factors.

Topic 2. Environmental Analysis

Company as an object of management. Internal structure of the organization and classification of organizations. Structure and elements of the company's environment. Methods for finding information on a company's environment. Macro environment analysis and forecast. Description and methodology of PEST analysis. Profile of a company's micro environment. Porter's five forces analysis.

Topic 3. Management functions: planning and organization

Planning as a function of management. Basics of planning. Strategic planning. Operational and tactical planning. Business planning. Organization as a function of management. Phases of the organizational process. Concepts and types of organizational structure. Resource provision.

Topic 4. Management functions: motivation and control

The concept of control and its place in the management system. Types of control. The control process and its stages. Ensuring effective control. Coordination as a management function. Types of coordination. Coordination mechanism. Information support and its role in coordination and regulation. The essence of the concept of motivation. Motivational process. Types and importance of motivation.

Topic 5. The role and functions of the manager in the management system

Modern manager. Skills of a modern manager. Professional and personal characteristics of the manager. Emotional intelligence. Stress resistance. Self-management. Time management. Personnel management. Personnel as a control element. The essence of personnel management. Personnel management strategy and policy. Social and psychological aspects of personnel management. Staff development. The concept and nature of leadership. Personal qualities of a leader. Leadership styles. Modern concepts of leadership. Leader. Manager. Manager leader. Teambuilding: essence, history of formation, concepts. Tasks of teambuilding. The role of the leader in the teambuilding process. Basic components, principles and tools of teambuilding. Corporate culture and its connection with teambuilding.

Topic 6. Basics of management decisions

Management decision. Levels of management decision-making. Strategic decisions. Main types of decisions. The essence of management decisions principles of management decisions. The process of making management decisions. SWOT-analysis, benchmarking. Management of changes in the management system

Semester module supervision 1

6. Topics of lectures

№	Name of topic	The amount of hours	
		full time study	part time study
1	Topic 1. The meaning and characteristics of the category «management»	4	1
2	Topic 2. Environmental Analysis	4	1
3	Topic 3. Management functions: planning and organization	6	1
4	Topic 4. Management functions: motivation and control	6	1
5	Topic 5. The role and functions of the manager in the management system	6	2
6	Topic 6. Basics of management decisions	6	2
The whole amount of hours		32	8

7. Topics of seminars

Not provided by the curriculum

8. Topics of practical lessons

№	Name of topic	The amount of hours	
		full time study	part time study
1	Topic 1. The meaning and characteristics of the category «management»	2	-
2	Topic 2. Environmental Analysis	2	-
3	Topic 3. Management functions: planning and organization	2	1
4	Topic 4. Management functions: motivation and control	2	1
5	Topic 5. The role and functions of the manager in the management system	4	1
6	Topic 6. Basics of management decisions. Final test of CM 1 assimilation	6	2
7	Semester module supervision 1	2	1
The whole amount of hours		20	6

9. Topics of laboratorial lessons

Not provided by the curriculum

10. Self-study work

№	Name of topic	The amount of hours	
		full time study	part time study
1	Topic 1. The meaning and characteristics of the category «management»	11	19
2	Topic 2. Environmental Analysis	11	19
3	Topic 3. Management functions: planning and organization	11	17
4	Topic 4. Management functions: motivation and control	11	17
5	Topic 5. The role and functions of the manager in the management system	11	17
6	Topic 6. Basics of management decisions. Preparing to the semester	13	17

supervision		
The whole amount of hours		68
		106

Tasks for self-study work

Preparing and discussion

Either a student individually, or a small team, subject to the overall number of students in the class, will establish a paper of about 5 pages on a strategic or operational topic which will be distributed in class. The paper will include (i) key findings on the topic (ii) important questions (iii) opinions on the key questions.

The paper will serve as the basis for a discussion in class on this topic for about 30 minutes. The students would demonstrate their understanding of the overall importance of the specific lever for success, the approach and methodology to define, implement and follow-up on strategic and operational decisions.

Topics:

1. I am a leader.
2. How to be an effective Manager.
3. How to create an effective team.
4. Types of Organisational Structure.
5. Management and Motivation.
6. Effective Leadership in Management.
7. Presentation: Investment Project.
8. Entrepreneurship and Entrepreneur.
9. Managing Entrepreneurship risks and opportunities.
10. Presentation: Our Firm.
11. Presentation: Development of a Business Plan.

11. Criteria and evaluation order of educational outcomes

Control of knowledge at each lesson: oral questioning, test tasks, solving situational (calculation) problems, cases etc.

Supervision of content modules: passing tests, written theoretical control.

Semester control form: semester credit.

Conditions for admission to the supervision of content module: to be admitted to the control of the content module 1, a minimum number of points on topics 1-6 is required.

Conditions for admission to semester supervision: current rating of more than 60 points, absence of missed practical classes, and fulfilment of all requirements provided for in the work program of the educational component. Evaluation system of the educational component: the results of the semester supervision in the form of a semester credit are evaluated on a 100-point, non-differentiated scale ("passed", "failed") and on the ECTS scale.

The results of the semester supervision in the form of a semester credit are evaluated on a 100-point, non-differentiated scale ("passed", "failed") and on the ECTS scale. Current control for applicants for higher education for 1 practical lesson – 5-8 points; individual work – 5-8 points; final modular control – 10-20 points. Forms of control: written theoretical and test control.

The following scoring system is used:

Rating marks, point	Evaluation criteria
5	receives an applicants for higher education who: showed insufficient in-depth knowledge of the main program material in oral or written answers to theoretical questions; performed a practical task with the help of a teacher.
6	receives an applicants for higher education who:

	found insufficient in-depth knowledge of the main program material in oral or written answers to theoretical questions; performed the practical task independently, but made significant errors in arithmetic calculations, etc.
7	receives an applicants for higher education who: found sufficient knowledge of the program material in an oral or written answer to a theoretical question, provided at the level of similar reproduction, but made some insignificant errors; practical task (calculation task, situational task, graphic task, etc.) was performed by the student independently, but made minor mistakes.
8	receives an applicants for higher education who: revealed comprehensive, systematized, deep knowledge of program material in oral or written answers to theoretical questions, is able to competently interpret the results; demonstrate knowledge of basic and additional literature provided at the level of creative use; practical task (calculation task, situational task, graphic task, etc.) is performed by the student independently without errors and contains an explanation of the decision.

In order to be admitted to the semester credit, the student of higher education must pass all topics from the educational component and pass the semester supervision 1 for a passing score.

The control is carried out in the form of a credit based on approved tickets. The module is considered to be passed if the student of higher education scored at least the minimum score.

The following system of point evaluations is used to semester supervision 1, the acquirer can score min - 10 points, max - 20 points.

Grading scale

Rating marks, point	Evaluation criteria
10	issued to a student who: <ul style="list-style-type: none"> • showed insufficient deep knowledge of the main program material when answering a theoretical question in writing; • completed the tests independently, but made significant mistakes, etc.
11-12	issued to a student who: <ul style="list-style-type: none"> • demonstrated sufficient knowledge of the program material when answering in writing to a theoretical question provided at the level of similar reproduction, but made certain errors; • tests were completed by the student independently, but he made mistakes.
13-15	issued to a student who: <ul style="list-style-type: none"> • showed full knowledge of the program material when answering in writing to a theoretical question provided at the level of similar reproduction, but made some minor mistakes; • tests were completed by the student independently, but he made minor mistakes in arithmetic calculations, etc.
16-19	issued to a student who: <ul style="list-style-type: none"> • showed comprehensive, systematized, in-depth knowledge of the program material when answering theoretical questions orally or in writing, knows how to correctly interpret the obtained results; demonstrate knowledge of basic and additional literature provided for at the level of creative use; • tests were completed by the student independently without errors.
20	issued to a student who: <ul style="list-style-type: none"> • showed comprehensive, systematized, in-depth knowledge of the program material when answering theoretical questions in writing, confirms the main substantive provisions of the answer with factual data, is able to competently interpret the obtained results; demonstrate knowledge of basic and additional literature provided

for at the level of creative use; • tests completed by the student independently without errors.

Distribution of marks (full time study)

Current control and individual work							The semester supervision	Total
Content module 1								
T1	T2	T3	T4	T5	T6	self-study work	10-20	100
5-8	5-8	5-8	5-8	10-16	10-16	5-8		

T1, T2 ... T6 – topics.

Distribution of marks (part time study)

Current control and individual work							The semester supervision	Total
Content module 1								
T1	T2	T3	T4	T5	T6	self-study work	10-20	100
-	-	11-18	11-18	11-18	11-18	6-8		

T1, T2 ... T6 – topics.

GRADING SCALE

Rating marks	ECTS	National scale
		Module
90 – 100	A	Excellent
82 – 89	B	Good
74 – 81	C	
64 – 73	D	Fair
60 – 63	E	
35 – 59	FX	Unsatisfactorily
0 – 34	F	Unsatisfactorily (additional work is needed)

12. Forms of progress and semester supervision of academic achievements

Current and final control is used for control forms. The current control is carried out for each practical activity according to the specific goals of the topic, during the individual work of the teacher with the student for those topics that the student studies independently and they do not belong to the structure of the practical classes.

It is using the score scale for learning each practical lesson of the module for student current educational activity. At the end of the study of the content module, the score is summed up taking into account the individual independent work of the students.

Modular final control is carried out upon completion of module study. Students who completed all types of works provided for by the curriculum are admitted to the final control, and at the study of the module they have scored a score of not less than the minimum. The form of semester supervision is standardized and includes the control of theoretical and practical training.

Form of the semester supervision is credit.

14. Methodological support

1. Educational program of the educational component.
2. Work program of the educational component.
3. Syllabus of the educational component.

4. Methodical materials of computer presentations of lectures.
5. Methodical materials for practical studies.
6. List of theoretical questions to the semester supervision.
7. Test tasks.

15. Reading suggestions

The main reading suggestions

1. Shore, David A., *Launching and Leading Change Initiatives in Health Care Organizations: Managing Successful Projects*. San Francisco: Jossey-Bass, 2014. ISBN 978-1-118-09914-8
2. D.M. Mithani, *Managerial Economics*, 6th ed., Himalaya Publishing House, Mumbai, 2012.
3. Case, Fair, Oster., *Principle of economics*, 10th ed., Pearson Education.

Supplementary reading suggestions

1. M.S. Khanchi. *Business Economics*. The Directorate of Distance Education, Guru Jambheshwar University of Science and Technology, Hisar. URL: <https://www.ddegjust.ac.in/studymaterial/bba/bba-103.pdf>
2. The Business Plan Book. URL: <https://www.sanlam.co.za/businessowners/business-tools/Documents/Business%20Plan%20Book.pdf>
2. Brown T. Design thinking. *Harvard Business Review*. URL: <https://hbr.org/2008/06/design-thinking>.
3. Jomana G. Attia, Nariman G. Lotfi Impact the Future by Design. *DMI Journal*. 2021. Vol.16. P. 117-128.
4. Shaikh Saleem, *Business Environment*, 2th ed., Pearson Education
5. Russel, J.A.(2017). *A brief guide to Business Classics*, Robinson
6. Raworth, K. (2017). *Doughnut Economics, Seven ways to think like a 21st Century Economist*, Random House
7. Business model. URL: https://en.wikipedia.org/wiki/Business_model
8. How To: Business Model Canvas Explain. URL: <https://medium.com/seed-digital/how-to-business-model-canvas-explained-ad3676b6fe4a>

16. Electronic resources, including the Internet

1. The Department of Management and Quality Assurance in Pharmacy – URL: <http://quality.nuph.edu.ua/>.
2. The State Statistics Service. - URL: <http://www.ukrstat.gov.ua/>
3. Verkhovna Rada of Ukraine - URL: <http://rada.gov.ua>
4. The Ministry of Finance of Ukraine. - URL: <https://www.mof.gov.ua/uk>
5. The Ministry Of Economy. - URL: <https://www.me.gov.ua/?lang=uk-UA>
6. The Ministry of Health of Ukraine. - URL: <https://www.kmu.gov.ua/catalog/ministerstvookhoroni-zdorovya-ukraini>
7. The National Library of Ukraine named after V.I. Vernadskyi. - URL: <http://nbuv.gov.ua/>
8. The Scientific Library of the National University of Pharmacy. - URL: <https://lib.nuph.edu.ua/en/home/>
9. Harvard Business Review. URL: www.hbr.org
10. Business week. URL: www.resourcecenter.businessweek.com
11. Economist. URL: www.economistacademic.com