

**ROBERT ELWORTHY ECONOMICS AND TECHNOLOGY  
INSTITUTE**

**FACULTY OF ECONOMICS  
DEPARTMENT OF MARKETING, MANAGEMENT AND ECONOMICS**



**EDUCATIONAL PROGRAMME  
073 "Management  
Second (Master's) degree  
AND SYLLASUSES OF THE EDUCATIONAL  
PROGRAMMES'S COMPONENTS**

**Kropyvnytskyi, Ukraine**

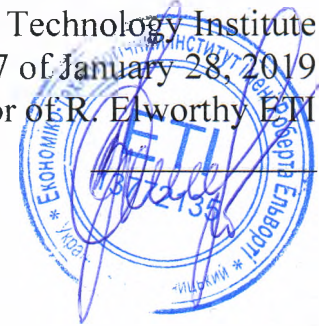
**2023**

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MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
ROBERT ELWORTHY ECONOMICS AND TECHNOLOGY  
INSTITUTE

"APPROVED"  
by the Academic Council of  
Robert Elworthy Economics and Technology Institute  
Minute No. 7 of January 28, 2019  
Rector of R. Elworthy ETI



**EDUCATIONAL AND PROFESSIONAL PROGRAM  
"MANAGEMENT"**

(as changed and amended)

The Second Level of Higher Education (Masters)  
Master's Degree of Higher Education  
Field of Knowledge: 07 "Management and Administration"  
Specialty: 073 "Management"

## CHANGES AND AMMENDMENTS TO THE EDUCATIONAL PROGRAM

CHANGES APPROVED	BASIS
Academic Council of ETI Minutes No. 16 September 16, 2019	Amendments in accordance with the approval of the standard of higher education of Ukraine in the field of knowledge 07 “Management and Administration”, specialization 073 “Management” of the second (Master's) level (Order of the Ministry of Education and Science of Ukraine dated 10.07.2019 No. 959).
Academic Council of ETI Minutes No. 22 October 20, 2020	Making changes based on the results of the stakeholder survey analysis
Academic Council of ETI Minutes No. 12 September 24, 2021	Making changes based on the results of the stakeholder survey analysis
Academic Council of ETI Minutes No. 23 September 1, 2022	Making changes based on the results of the analysis of the stakeholder group (employers) survey. Changes have been made to the composition of the security group.
Academic Council of ETI Minutes No. 30 March 24, 2023	Making changes based on the results of the stakeholder survey analysis. Changes have been made to the composition of the security group.

## PREFACE

The educational and professional program is aimed at providing fundamental theoretical and practical training of specialists capable of solving practical problems and complex specialized tasks in the field of management of the organization and its divisions. The program will contribute to the formation of business qualities, professionalism, creative activity, entrepreneurship, independence in the process of development and decision-making, organization, readiness to work in a dynamic, highly competitive environment.

1. The educational and professional program of the second (Master's) level in the specialty 073 "Management", field of knowledge 07 "Management and Administration" of the level was approved and put into effect by the order of the Rector of the Robert Elworthy Economics and Technology Institute dated January 21, 2019 No. 05-2/OD based on the decision of the Academic Council of the Robert Elworthy Economics and Technology Institute Minutes No. 7 of January 28, 2019. Amendments were made to the OP: Minutes No. 16 of September 16, 2019; Minutes No. 22 of October 20, 2020; Minutes No. 12 of September 24, 2021; Minutes No. 23 dated September 1, 2022; Minutes No. 30 of March 24, 2023.

### 2. EPP support group:

Guarantor: Head of the Department of Marketing, Management and Economics Pavlova O.V. Project group: Ph.D. associate professor R.V. Yakovenko, candidate of political science, associate professor T.V. Zholonko

### 3. Reviews of external stakeholders:

Titov Yu.O. - General Director of Hydrosyla JSC.

Kalapa S.G. - general director of Elworthy JSC

V.A. Kivernyk - general director of PJSC "Metalyt"

Nikitenko V.V. - financial director of "Elworthy" JSC

### 4. The following participated in the discussion of the EPP project:

Chairman of the Supervisory Board of ETI, Chairman of the Supervisory Boards of JSC "Hydrosyla Group" and JSC "Elworthy Group", member of the Council and Presidium of the Federation of Employers of Ukraine; general director of "Elworthy" JSC Kalapa S.G.; member of the Supervisory Board of ETI, general director of JSC "Hydrosyla" Yu.O. Titov; General Director of Kirovohrad Instrument Plant "LEZO LLC", V.O. Musienko; director of PJSC "Pyramis"; director of TD JSC "Elworthy" V.O. Podskalniuk; O.O. Lisovenko, director of TD JSC "Hydrosyla"; students of group MM-22 (specialty "Management", Master's degree) Bolgarov I, Stetsyuk B.

The EP training for applicants of higher education of the second (Master's) level in the specialty 073 "Management" was developed in accordance with the Law of Ukraine "On Higher Education", Resolution of the Cabinet of Ministers

of Ukraine dated 23.11.2011 No. 1341 "On Approval of the National Framework of Qualifications" as amended according to the Resolution Cabinet of Ministers No. 509 dated 12.06.2019, Resolution of the Cabinet of Ministers of Ukraine No. 1187 dated 30.12.2015 "On Approval of Licensing Conditions for Conducting Educational Activities", Standard of Higher Education of Ukraine, approved by Order of the Ministry of Education and Science of Ukraine dated 10.07.2019. No. 959.

**I. Profile of the EPP of the second (Master's) level in the specialty 073  
“Management”**

General characteristics	
Full name of the higher educational institution and structural unit	Robert Elworthy Economics and Technology Institute Department of Marketing, Management and Economics
The degree of higher education and the title of the qualification in the original language	Master's degree Master of Management
Branch of knowledge	07 – Management and Administration
Specialty	073 Management
Official name of EPP	Management
Restrictions on forms of education	Missing
Type of diploma and scope of the EPP	Master's degree, single, 90 ECTS credits, study period 1 year 6 months
Cycle/level	NQF of Ukraine - level 7, FQ-ENEA - second cycle, EQF-LLL - level 7
Prerequisites	Possession of a Bachelor's or Master's degree (OKR specialist)
Language(s) of teaching	Ukrainian
The Purpose of the EPP	
Acquisition by students of higher education of the ability to solve problems of a research and innovation nature in the field of management	
Characteristics of the EPP	
Subject area description	<p>Object of study: management of organizations and their divisions.</p> <p>Training goals: training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations and are characterized by uncertainty of conditions and requirements.</p> <p>Theoretical content of the subject area:</p> <ul style="list-style-type: none"> <li>- paradigms, laws, regularities,</li> <li>- principles, historical prerequisites of management development;</li> <li>- concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.;</li> <li>- functions, methods, technologies and managerial decisions in management.</li> </ul> <p>Methods, techniques and technologies:</p>

	<ul style="list-style-type: none"> <li>- general scientific and specific research methods (calculation-analytical, economic-statistical, economic-mathematical, expert assessment, factual, sociological, documentary, balance, etc.);</li> <li>- methods of implementing management functions (marketing research methods; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures; methods of motivation; methods of control; methods of evaluating social, organizational and economic efficiency in management, etc.).</li> <li>- management methods (administrative, economic, socio-psychological, technological);</li> <li>- technologies for justifying management decisions (economic analysis, simulation modeling, decision tree, etc.).</li> </ul> <p>Tools and equipment: modern information and communication equipment, information systems and software products used in management.</p>
EPP orientation	Educational, professional and applied, focused on modern achievements in the field of management in modern conditions of economic development.
The main focus of the EPP and specialty	<p>Special in field 07 "Management and administration", specialty 073 "Management".</p> <p>Key words: management, organization, management decisions, personnel, strategies, business management, quality management, business ethics, leadership, innovations in management, competitiveness. The formation of professional competence in the process of learning about the ability to solve complex specialized tasks and practical problems in the field of professional activity with the use of science-based theories and management methods.</p>
EPP Features	<ul style="list-style-type: none"> <li>✓ The educational and professional program is practically oriented.</li> <li>✓ The specifics of OPT are that students of higher education receive theoretical and practical knowledge about the laws of functioning and development of business organizations in the conditions of the new economy, the formation of a system of general and functional management of them to achieve strategic goals. OPT allows applicants to:</li> <li>✓ to form an individual learning trajectory by choosing to study a discipline from a selective</li> </ul>



	<p>block of disciplines;</p> <ul style="list-style-type: none"> <li>✓ during training, become a participant in real business projects;</li> <li>✓ study in an active research scientific environment, which involves the use of open and problem lectures, seminars and round tables with the invitation of well-known experts and practitioners in management, business trainings, case methods, as well as the use of modern educational information and communication technologies;</li> <li>✓ to undergo practical training and in the future to be</li> <li>✓ employed in leading domestic and foreign partner companies.</li> </ul>
<b>Graduates' Suitability for Employment and Further Education</b>	
Suitability for employment	Indicative spheres of professional activity are the implementation of process management functions at production, commercial enterprises, financial organizations and the service sector; administration and management in state institutions; organization in non-commercial organizations. The obtained competences will allow graduates to occupy the positions of specialists and managers of the administrative and economic profile in state administration bodies, enterprises of various forms of ownership, public organizations, etc.
Academic rights of graduates	They have the right to continue their studies at the third (educational and scientific) level of higher education - doctor of philosophy. Acquisition of additional qualifications in the postgraduate education system.
<b>Teaching and Assessment</b>	
Teaching and learning	<p>Student-centered learning. Teaching methods and methods ensure active participation in the learning process of students.</p> <p>Lectures, practical classes with the use of interactive technologies, independent work based on textbooks and educational and methodological complexes of disciplines, consultations with teachers, passing industrial practice, preparation of individual and group project tasks, conducting relevant research and defense of qualification work.</p>
Assessment	Assessment of the knowledge of higher education applicants is carried out in accordance with the Regulations of R. Elworthy ETI on the "Procedure for evaluating students' knowledge"

		<p>Types of control: current, final, self-control. Forms of control: oral and written survey, test control of knowledge, presentation of individual and group project tasks, defense of written works, tests, exams, defense of course work, defense of the report on the completion of industrial practice, defense of qualification work.</p> <p>Evaluation of students' educational achievements is carried out according to the 100-point ECTS scale (A, B, C, D, E, F, FX); four-point scale (excellent, good, satisfactory, fail); on a two-level national scale (pass/fail).</p>
<b>Program Competencies</b>		
Integral competence	IC	The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.
General competences	GC 1	Ability to conduct research at the appropriate level;
	GC 2	Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);
	GC 3	Skills in using information and communication technologies;
	GC 4	Ability to motivate people and move towards a common goal;
	GC 5	Ability to act on the basis of ethical considerations (motives);
	GC 6	Ability to generate new ideas (creativity);
	GC 7	Ability to abstract thinking, analysis and synthesis
Special (professional) competences	SC 1	Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;
	SC 2	Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans;
	SC 3	Ability to self-development, lifelong learning and effective self-management;
	SC 4	Ability to effectively use and develop the organization's resources;

	SC 5	Ability to create and organize effective communications in the management process;
	SC 6	The ability to form leadership qualities and demonstrate them in the process of managing people;
	SC 7	Ability to develop projects, manage them, show initiative and entrepreneurship;
	SC 8	Ability to use psychological technologies of work with staff
	SC 9	Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;
	SC 10	Ability to manage the organization and its development.
Additionally for EPP		
	SC 11	The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment
	SC12	The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management
<b>Program Learning Outcomes</b>		
PLO 1	Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;	
PLO 2	Identify problems in the organization and justify the methods of solving them;	
PLO 3	Design effective management systems of organizations;	
PLO 4	Justify and manage projects, generate business ideas;	
PLO 5	Plan the activities of the organization in strategic and tactical sections;	
PLO 6	Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;	
PLO 7	Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context;	
PLO 8	Apply specialized software and information systems to solve organizational management problems;	
PLO 9	Be able to communicate in professional and scientific circles in national and foreign languages;	
PLO 10	Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;	
PLO 11	To ensure personal professional development and planning of own time;	

PLO 12	Be able to delegate authority and management of the organization (subdivision);
PLO 13	Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).
	Additionally for EPP
PLO14	To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.
PLO15	Ability to think strategically and initiate management at an industrial enterprise.
<b>Resource support for program implementation</b>	
Staff support	<p>Meets personnel requirements for ensuring the implementation of educational activities in the field of higher education in accordance with the current legislation of Ukraine.</p> <p>The presence of the department responsible for the training of students of higher education.</p> <p>Scientific and pedagogical workers with scientific degrees and/or scientific titles, as well as highly qualified specialists-practitioners, are involved in the implementation of the program.</p> <p>In order to improve their professional level, all scientific and pedagogical workers undergo advanced training once every five years.</p>
Material and technical support	<p>Meets the technological requirements for material and technical support of educational activities in the field of higher education in accordance with the current legislation of Ukraine.</p> <p>The material and technical base of ETI allows organizing and holding classes in all academic disciplines at a sufficient level. Specialized classrooms, multimedia projectors, computer classrooms, etc. are used for lectures.</p> <p>The institute is equipped with means that ensure the accessibility of the educational premises for persons with disabilities and other groups of the population with reduced mobility, in particular, unhindered access to the building, educational classes (groups) and other infrastructure in accordance with state building regulations, rules and standards, which is documented by a technical specialist inspection of buildings and structures, which has a qualification certificate, or by a corresponding institution authorized to carry out the said inspections.</p> <p>Students of higher education who need it are provided with a dormitory (which is rented).</p> <p>Social and household infrastructure: library, including a reading room; restaurant, sports hall and stadium (rented).</p>
<b>Academic Mobility</b>	

National and international credit mobility	On the basis of bilateral partnership agreements between ETI and educational institutions.
Education of foreign students of higher education	Not expected.
<b>Forms of Attestation of Applicants of Higher Education</b>	
Forms of attestation of applicants of higher education	Attestation is carried out in the form of public defense of qualification work.
Requirements for qualifying work	<p>The qualification work should involve solving a complex problem or problem in the field of management, a problem or problem in the field of management that requires research and/or innovation and is characterized by the complexity and uncertainty of conditions, with the application of theories and methods of economic science.</p> <p>The qualification work should not contain academic plagiarism, falsification, fabrication.</p> <p>The qualification work must be published on the official website of the institution of higher education or its division, or in the repository of the institution of higher education.</p>

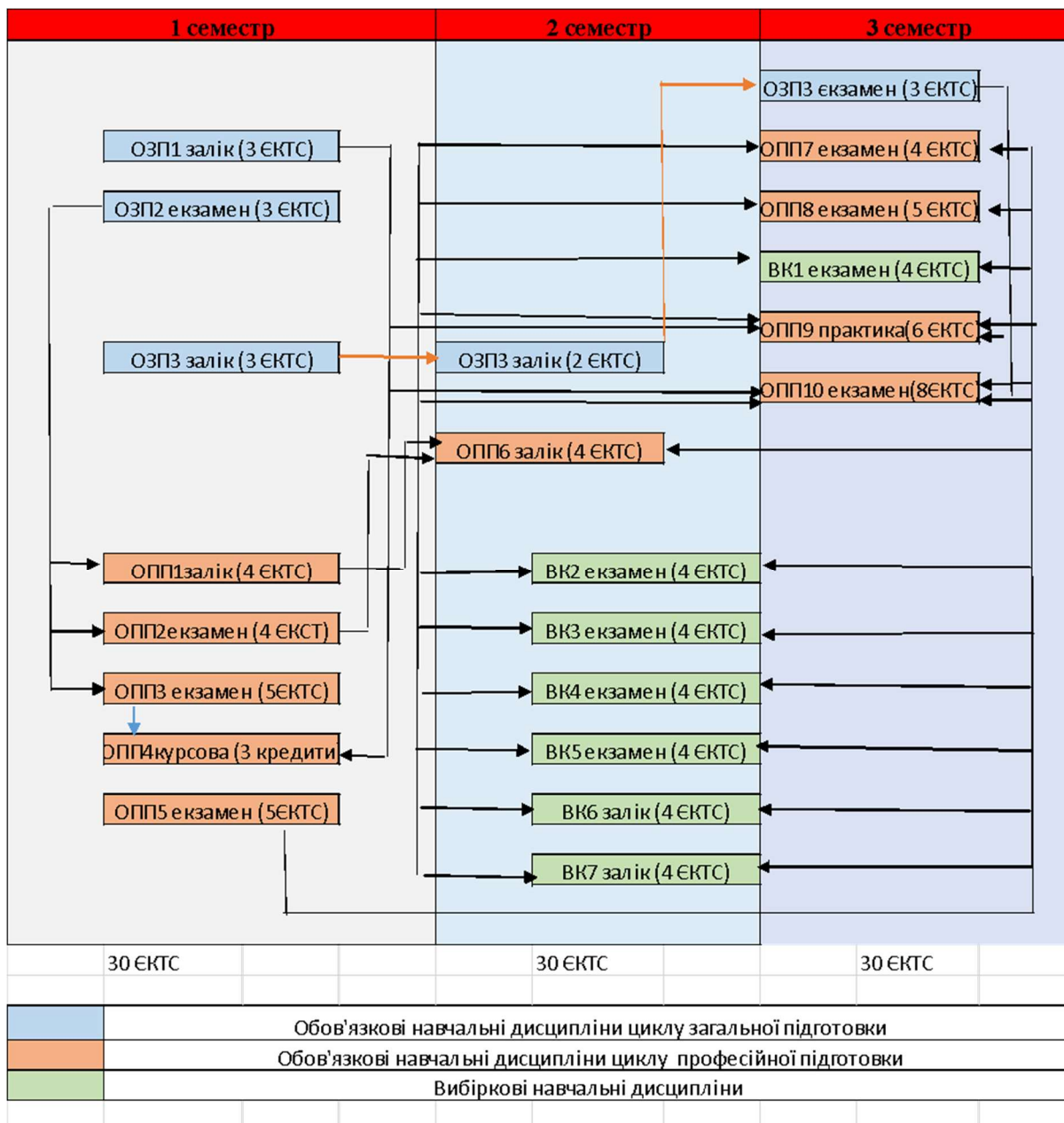
## II. List of Components of the Educational and Professional Program and their Logical Sequence

### 2.1. List of Academic Disciplines

code	<b>List of Academic Disciplines</b>		
<b>The First Year</b>		<b>Credits</b>	<b>Semester</b>
<b>Compulsory Components</b>			
OZP1	<b>METHODOLOGY AND ORGANIZATION OF SCIENTIFIC RESEARCH</b>	3	1
OZP2	<b>CONTRACT LAW</b>	3	1
OZP3	<b>FOREIGN LANGUAGE FOR PROFESSIONAL PURPOSES</b>	5	1,2
OPP1	<b>RISK MANAGEMENT AT THE ENTERPRISE</b>	4	1
OPP2	<b>PERSONNEL MANAGEMENT</b>	4	1
OPP3	<b>MANAGEMENT OF ORGANIZATIONS</b>	5	1
OPP4	<b>TERM PAPER (MANAGEMENT OF ORGANIZATIONS)</b>	3	1

OPP5	<b>INFORMATION SYSTEMS AND TECHNOLOGIES IN THE ORGANIZATION MANAGEMENT</b>	5	1
OPP6	<b>ANTI-CRISIS MANAGEMENT</b>	4	2
<b>Selective Components</b>			
VC2	Discipline 2	4	2
VC3	Discipline 3	4	2
VC4	Discipline 4	4	2
VC5	Discipline 5	4	2
VC6	Discipline 6	4	2
VC7	Discipline 7	4	2
<b>The second year</b>		<b>Credits</b>	<b>Semester</b>
<b>Compulsory Components</b>			
OZP3	<b>FOREIGN LANGUAGE FOR PROFESSIONAL PURPOSES</b>	3	3
OPP7	<b>MARKETING MANAGEMENT</b>	4	3
OPP8	<b>PROJECT MANAGEMENT</b>	5	3
OPP9	<b>INTERNSHIP</b>	6	3
OPP10	<b>MASTER'S THESIS WRITING AND DEFENDING</b>	8	3
<b>Selective Components</b>			
VC1	Discipline 1	4	3
<b>Total Number of Compulsory Components:</b>		<b>62</b>	
<b>Total Number of Selective Components:</b>		<b>28</b>	
<b>TOTAL VOLUME of the EPP</b>		<b>90</b>	

## 2.2. EPP Structural and Logical Scheme



1 semester: OZP1 credit (3 ECTS), OZP2 exam (3 ECTS), OZP3 credit (3 ECTS), OPP1 credit (4 ECTS), OPP2 exam (4 ECTS), OPP3 exam (5 ECTS), OPP 4 course paper (3 ECTS): 30 ECTS

2 semesters: OZP3 credit (2 ECTS), OPP6 credit (4 ECTS), VC2 exam (4 ECTS), VC3 exam (4 ECTS), VC4 exam (4 ECTS), VC5 exam (4 ECTS), VC6 credit (4 ECTS), VC7 credit (4 ECTS): 30 ECTS

3rd semester: OZP3 exam (3 ECTS), OPP7 exam (4 ECTS), OPP8 exam (5 ECTS), VC1 exam (4 ECTS), OPP9 OJT practice (6 ECTS), OPP10 exam (8 ECTS): 30 ECTS

Blue – General Training Compulsory Subjects, Orange – Professional Training Compulsory Subjects, Green – Selective Subjects

### III. Matrices of the Correspondence of the Components of the Educational and Professional Program

Table 1

#### Matrix of Compliance of Competencies Defined by the Standard with NQF Descriptors (at the 7th level, Master's level)

Classification of competences according to the NQF	<p>Knowledge</p> <p>KN1. Specialized conceptual knowledge acquired in the process of study and/or professional activity at the level of the latest achievements, which is the basis for original thinking and innovative activity, in particular in the context of research work</p> <p>KN2. Critical understanding of problems in education and/or professional activity and on the border of subject areas</p>	<p>Skill</p> <p>SK1. Solving complex tasks and problems that requires updating and integrating knowledge, often in conditions of incomplete/insufficient information and conflicting requirements</p> <p>SK2. Conducting research and/or innovative activities</p>	<p>Communication</p> <p>C1. Clear and unambiguous presentation of one's own conclusions, as well as the knowledge and explanations that substantiate them, to specialists and non-specialists, in particular to persons who are studying</p> <p>C2. Use of foreign languages in professional activities</p>	<p>Autonomy and responsibility</p> <p>AR1. Decision-making in complex and unpredictable conditions, which requires the use of new approaches and forecasting</p> <p>AR2. Responsibility for the development of professional knowledge and practices, assessment of the team's strategic development</p> <p>AR3. A capacity for further learning that is largely autonomous and self-directed</p>
<b>General competences</b>				
<b>GC1</b>	KN2	S1, S2	C1, C2	AR3
<b>GC2</b>			C1, C2	
<b>GC3</b>		S1, S2	C1	AR1
<b>GC4</b>		S1	C1	AR1, AR2
<b>GC5</b>			C1	AR2
<b>GC6</b>		S1		AR3
<b>GC7</b>	KN1, KN2	S1		
<b>Special (professional) competences</b>				
<b>SC1</b>	KN2	S1		
<b>SC2</b>			C2	
<b>SC3</b>			C2	
<b>SC4</b>		S1		
<b>SC5</b>	KN2		C2	
<b>SC6</b>				
<b>SC7</b>	KN1	S1		
<b>SC8</b>		S1		
<b>SC9</b>	KN2	S1	C1	AR1, AR2
<b>SC10</b>	KN1	S1, S2	C1	AR1
<b>SC11</b>	KN1	S1, S2	C1	AR1, AR2
<b>SC12</b>	KN1	S1, S2	C1	AR1



Table 2

## Correspondence matrix of learning outcomes and competencies defined by the Standard

Program learning outcomes	General competences							Special (professional) competences											
	G C 1	G C 2	G C 3	G C 4	G C 5	G C 6	G C 7	S C 1	S C 2	S C 3	S C 4	S C 5	S C 6	S C 7	S C 8	S C 9	S C 10	S C 11	S C 12
PLO 1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;	+							+			+					+	+	+	+
PLO 2. To identify problems in the organization and justify the methods of solving them	+											+							+
PLO 3. To design effective management systems of organizations				+							+			+				+	+
PLO 4. Justify and manage projects, generate business ideas									+									+	+
PLO 5. Plan the organization's activities in strategic and tactical sections;		+			+							+						+	
PLO 6. Have the skills to make, substantiate and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility			+									+							+
PLO 7. Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context					+														
PLO 8. Apply specialized software and information systems to solve organizational management problems;										+			+		+				+
PLO 9. To be able to communicate in professional and scientific circles in national and foreign languages;										+									
PLO 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;		+		+		+		+								+	+		
PLO 11. To ensure personal professional development and planning of own time			+	+		+			+						+	+	+		

PLO 12. To be able to delegate authority and management of the organization (subdivision)	+						+	+										
PLO 13. Be able to plan and implement informational, methodical, material, financial and personnel support of the organization (subdivision)		+															+	+
PLO 14. To coordinate the activities of the divisions of the industrial enterprise on the basis of effective organization of business processes		+	+			+					+	+			+	+		+
PLO 15. Ability to think strategically and initiate management at an industrial enterprise	+					+	+	+	+				+		+	+	+	

#### IV. List of Normative Documents on Which the Educational and Professional Program is based.

1. Law "On Higher Education" // Database "Legislation of Ukraine"/BP of Ukraine. <https://zakon.rada.gov.ua/laws/show/1556-18> (date of application: 09/25/2018).

2. Law "On Education" // Database "Legislation of Ukraine"/BP of Ukraine. <https://zakon.rada.gov.ua/laws/show/2145-19> (date of application: 25.09.2018).

3. National Classifier of Ukraine: "Classifier of Professions" DK 003:2010 (Editorial dated November 30, 2017) // Database "Legislation of Ukraine"/BP of Ukraine. <https://zakon.rada.gov.ua/rada/show/va327609-10> (access date: 09/25/2018).

4. National framework of qualifications // Database "Legislation of Ukraine"/BP of Ukraine. <https://mon.gov.ua/ua/tag/natsionalna-ramka-kvalifikatsiy> (date of application: 25.09.2018).

5. Resolution of the Cabinet of Ministers of Ukraine "On approval of the list of fields of knowledge and specialties for which higher education applicants are trained" (edited on November 30, 2017)// Database "Legislation of Ukraine"/BP of Ukraine. <https://zakon.rada.gov.ua/laws/show/266-2015-%D0%BF> (date of application: 25.09.2018).

6. Methodological recommendations for the development of higher education standards //IZHI/. <https://mon.gov.ua/storage/app/media/vishcha-osvita/rekomendatsii-1648.pdf>

useful links

7. Standards and recommendations for quality assurance in the European Higher Education Area (ESG). K.: LLC "CS", 2015. 32 p.

8. Data for Sustainable Development Goals. ISCED (MSKO) 2011 //URL: <http://www.uis.unesco.org/education/documents/isced-2011-en.pdf>.

9. Data for Sustainable Development Goals.ISCED-F (MSKO-G) 2013 // URL:<http://www.uis.unesco.org/Education/Documents/isced-fields-of-educationtraining-2013.pdf>



## SYLLABUS OF THE DISCIPLINE " METHODOLOGY AND ORGANIZATION OF SCIENTIFIC RESEARCH "

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>																														
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory																														
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>																														
PhD in Economics, associate professor R. V. Yakovenko, yakovenko572@gmail.com		1st year, 1st term	3 credits (90 hours), Lectures: full-time – 36 hours (part-time – 6 hours), Practical classes: full-time – 18 hours (part-time – 4 hours), Independent work: full-time – 36 hours (part-time – 80 hours), credit	Ukrainian																														
<b>Purpose and objectives of the discipline</b>		<b>Content of the discipline</b>																																
<p><b>The purpose of the discipline:</b> study of theoretical and methodological foundations of scientific research and practice of organizing scientific activities, formation and development of skills in the application of various methods of scientific research in professional activities.</p> <p><b>Objectives of the discipline:</b></p> <ul style="list-style-type: none"> <li>- familiarization with the basics of science and research methodology;</li> <li>- acquisition of practical skills in the application of general scientific and special legal methods in scientific and legal research;</li> <li>- development of skills in organizing the process of scientific research;</li> <li>- development of skills of working with information sources in the process of scientific research;</li> <li>- formation of readiness for research work, stimulation of search activity, desire for creative search.</li> </ul>		<p>Topic 1: Science as a sphere of human activity and a system of knowledge.</p> <p>Topic 2: State regulation and management in scientific and scientific and technical activities.</p> <p>Topic 3: Scientific and technical activities.</p> <p>Topic 4: Scientific and pedagogical personnel. Training of scientific personnel.</p> <p>Topic 5: Academic freedom and academic integrity.</p> <p>Topic 6: Methodological foundations of scientific knowledge.</p> <p>Topic 7: Fundamentals of research methodology.</p> <p>Topic 8: Special methods of research on economic topics.</p> <p>Topic 9: Scientific approaches in research on economic topics.</p> <p>Topic 10: Formation of a scientist as a carrier of scientific knowledge.</p> <p>Topic 11: The process of scientific research.</p> <p>Topic 12: Information support of scientific research.</p> <p>Topic 13: Library and bibliographic sources of information in scientific research.</p> <p>Topic 14: Systematization of research results on economic topics. Requirements for the design of qualification works.</p>																																
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<p>IC The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.</p> <p>GC 1 Ability to conduct research at the appropriate level;</p> <p>GC 3 Skills in using information and communication technologies;</p>		<p>SC 3 Ability for self-development, lifelong learning, and effective self-management;</p> <p>SC 5 Ability to create and organize effective communications in the management process</p>	<p>PLO 1 Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;</p> <p>PLO 8 Apply specialized software and information systems to solve organizational management problems;</p> <p>PLO 9 Be able to communicate in professional and scientific circles in national and foreign languages;</p> <p>PLO 11 To ensure personal professional development and planning of own time;</p>																															
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<ol style="list-style-type: none"> <li>1. Методологія наукових досліджень : підручник / О. Г. Данильян, О. П. Дзьобань. – Харків : Право, 2019. – 368 с.</li> <li>2. Навчально-методичний посібник з навчальної дисципліни "Організація та методологія наукових досліджень", видавництво Право, навчально-методичний посібник 2020, О. Г . Данильян, О. П. Дзьобань</li> </ol>																																		

## SYLLABUS OF THE DISCIPLINE " CONTRACT LAW "



	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; speciality</b>	<b>Discipline status</b>																																																								
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory																																																								
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>																																																								
Senior teacher O. V. Scherbyna, Scherbyna_olga@ukr.net		1st year, 1st term	3 credits (90 hours), Lectures: full-time – 36 hours (part-time – 6 hours), Practical classes: full-time – 18 hours (part-time – 4 hours), Independent work: full-time – 36 hours (part-time – 80 hours), exam	Ukrainian																																																								
<b>Purpose and objectives of the discipline</b>		<b>Content of the discipline</b>																																																										
<p><b>The purpose</b> of the discipline is to acquire a holistic system of knowledge about the legal regulation of the procedure for concluding, executing and terminating various types of business contracts.</p> <p><b>Objectives of the discipline:</b> study of the concepts, subject matter and basic principles of contract law of Ukraine; analysis of the main sources of contract law of Ukraine, including sources of legal regulation of foreign economic activity; legal analysis of the main institutions of contract law of Ukraine; study of the procedure for concluding and executing business contracts under the current legislation of Ukraine; definition of the concept and content of business contracts.</p>		<p>Topic 1: Commercial contract law of Ukraine: concept, structure, method</p> <p>Topic 2. Sources and principles of commercial contract law of Ukraine</p> <p>Topic 3. Fundamentals of the doctrine of economic obligations</p> <p>Topic 4. Types of security for fulfillment of economic obligations</p> <p>Topic 5. Legal basis of economic contractual liability</p> <p>Theme 6. Theoretical foundations of legal regulation of contractual relations in the field of business</p> <p>Theme 7. General and special procedures for concluding economic contracts</p> <p>Topic 8. Procedure and grounds for amendment, termination and invalidation of commercial contracts</p> <p>Topic 9. Legal basis of non-cash and cash payments in the economic turnover of Ukraine</p> <p>Topic 10. Foreign economic agreement</p> <p>Topic 11. Agreements on the transfer of property to ownership</p> <p>Topic 12: Agreements on the transfer of property to use. Hiring. Renting</p> <p>Topic 13. Work performance contracts</p> <p>Topic 14: Services provision contracts</p> <p>Topic 15: Financial services contracts</p> <p>Topic 16. Contracts for the disposal of intellectual property rights</p> <p>Topic 17. Commercial intermediation agreements</p>																																																										
<b>Integral and general competencies</b>		<b>Special (professional) competencies</b>	<b>Programme learning outcomes</b>																																																									
GC 2 Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);		SC 3 Ability for self-development, lifelong learning, and effective self-management; SC 4 Ability to effectively use and develop the organization's resources; SC 5 Ability to create and organize effective communications in the management process	<p>PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</p> <p>PLO 7 Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context;</p> <p>PLO 9 Be able to communicate in professional and scientific circles in national and foreign languages;</p>																																																									
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<ol style="list-style-type: none"> <li>Дзера О. Договірне право України. Загальна частина : підруч. Київ : Юрінком Інтер, 2021. 896 с.</li> <li>Дзера О. Договірне право України. Особлива частина : підруч. Київ : Юрінком Інтер, 2021. 1200 с.</li> <li>Вавженчук С. Я. Договірне право : підруч. Харків : Право, 2021. 632 с.</li> </ol>																																																												



## SYLLABUS OF THE DISCIPLINE " FOREIGN LANGUAGE FOR PROFESSIONAL PURPOSES"

<b>Educational Programme</b> «Management»	<b>Level of higher education</b> second (master's degree)	<b>Field of study; specialty</b> 07 "Management and administration" 073 "Management"	<b>Discipline status</b> mandatory
<b>Information about the teacher</b>	<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
Senior teacher A. M. Svoboda, nikki.nastya19@gmail.com	1 <sup>st</sup> -2 <sup>nd</sup> years, 1 <sup>st</sup> -3 <sup>rd</sup> terms	8 credits (240 hours), Practical classes: full-time – 176 hours (part-time – 24 hours), Independent work: full-time – 64 hours (part-time – 216 hours), 1 <sup>st</sup> , 2 <sup>nd</sup> terms – credit 3 <sup>rd</sup> term - exam	Ukrainian, English

Purpose and objectives of the discipline	Content of the discipline
<p><b>The purpose of the discipline:</b> formation of the necessary communicative capacity in the areas of professional and situational communication in oral and written forms.</p> <p><b>Objectives of the discipline:</b> acquisition of skills of practical knowledge of a foreign language in various types of speech activity in the scope of topics determined by professional needs; obtaining the latest professional information through foreign sources; use of oral monologue and dialogic speech within everyday, socio-political, general economic and professional topics; translation from a foreign language into a native language of texts of a general economic nature; abstracting and annotating socio-political and general economic literature in native and foreign languages.</p>	<p>1. Communication ; 2. International Marketing; 3. Building Relationships; 4. Success; 5. Job Satisfaction; 6. Risk; 7. Management Styles; 8. Team Building; 9. Raising Finance; 10. Customer Service; 11. Crisis Management; 12. Mergers and Acquisitions; 13. The office; 14. Numbers; 15. Types of Businesses and Work; 16. Money and Bank Accounts; 17. Corporate Governance and Departments; 18. Telephone interactions and correspondence; 19. Introductions and Small Talk; 20. Delegating Tasks and Giving Feedback; 21. Networking; 22. Getting the job ; 23. Hiring, Promotions and Terminations; 24. Meetings and Scheduling; 25. Presentations, Team Management, Team Building; 26. Traveling</p>

Integral and general competencies	Special (professional) competencies	Programme learning outcomes
GC 3 Skills in using information and communication technologies;	SC 3 Ability for self-development, lifelong learning, and effective self-management; SC 5 Ability to create and organize effective communications in the management process	PLO 7 Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context; PLO 9 Be able to communicate in professional and scientific circles in national and foreign languages; PLO 11 To ensure personal professional development and planning of own time;

Evaluation of learning outcomes	Learning methods
<p>Assessment of the knowledge of students of all forms of education is assessed in the range of 100 points exclusively on the basis of the results of ongoing and intermediate (module) control. The results of the credit are evaluated and translated into the national two-level grading system ("passed" or "failed") and the corresponding ECTS grades</p> <p>The results of the final (term) control in the form of an exam are evaluated on a 100-point scale (60 points - the maximum number of points for the ongoing control, 40 points - the maximum number of points for the exam) and are translated into a national 5-point grading system ("excellent", "good", "satisfactory", "unsatisfactory with the possibility of retaking" and "unsatisfactory with mandatory re-study of the discipline") and the corresponding ECTS grades ("A", "B", "C", "D", "E", "FX", "F").</p> <p style="text-align: center;">For students of full-time education (1<sup>st</sup>-2<sup>nd</sup> term)</p>	<p>Practical classes, tests, interactive teaching methods, forms of group work, participation in discussions and debates, presentations of the results of completed tasks, independent work, work with notes, scientific and educational literature, information and Internet resources</p>

Ongoing assessment and independent work											Credit in total
Content module 1					Content module 2						
T1 /9	T2 /10	T3 /11	T4 /12	MTW1	T5 /13	T6 /14	T7 /15	T8/16	MTW2		
5	5	5	5	30	5	5	5	5	30	100	
20				30	20				30	100	

Ongoing assessment and independent work				Exam (in the form of testing)	Total
Content module 1		Content module 1			
T17 - T21	PIMP1	T22-T26	PIMP2	40	100
25(5*5)	5	25(5*5)	5		
30		30			

T1, T2... T26 – Content module topics.  
MTW- intermediate module test work

For students of part-time education (1 <sup>st</sup> -3 <sup>rd</sup> term)		
Tasks on all course topics	Testing on all course topics	Credit/Exam (3 <sup>rd</sup> term)
60	40	100

Scale of evaluation of the final (term) control: national and ECTS		
Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale
90-100	A	credited
82-89	B	
74-81	C	
64-73	D	
60-63	E	
35-59	FX	not credited with the possibility of retaking
1-34	F	not credited with mandatory re-study of the discipline

Scale of evaluation of the final (term) control: national and ECTS		
Total points for all types of learning activities	ECTS grades	Evaluation according to 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 with the possibility of retaking
1-34	F	unsatisfactory with mandatory re-study of the discipline

**Suggested reading list (basic)**

- Natural Business English by Bill Muscull - Delta Publishing, 2019.
- Business Partner by Margaret O'Keeffe - Pearson Education Ltd, 2020 – 140 p.
- Business English Success: Посібник із ділової англійської мови / Олена Жихарева, Вікторія Ставцева – Арій, 2020. – 128 с.



## SYLLABUS OF THE DISCIPLINE "RISK MANAGEMENT AT THE ENTERPRISE"

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
PhD in Economics, associate professor S. A. Frunza frunzasa@gmail.com		1st year, 1st term	4 credits (120 hours), Lectures: full-time – 36 hours (part-time – 8 hours), Practical classes: full-time – 36 hours (part-time – 4 hours), Independent work: full-time – 48 hours (part-time – 108 hours), credit	Ukrainian

<b>Purpose and objectives of the discipline</b>	<b>Content of the discipline</b>
<p><b>The purpose</b> of studying the discipline: to teach future specialists to determine the nature and functions of risks, the causes of its occurrence, methods of risk assessment and measurement in various fields of activity, practical ways to prevent the manifestation of risks and reduce the negative effects of their impact on the results of the enterprise, to determine the directions and methods of economic risk management in the enterprise.</p> <p><b>The main objectives</b> of the discipline: to form an understanding of the manifestation of risk in the system of economic relations; clarification of the theoretical foundations of risk management; disclosure of the genesis and relevance of risk management theory; formation of a broad and correct understanding of the classification of risks and ways to determine them; instilling practical skills in organizing effective management of economic activity in a risky environment.</p>	<p>Topic 1: The essence, content and types of risks. The concept of risk management</p> <p>Topic 2. Methods of risk management and ways to assess the degree of risk</p> <p>Topic 3. Diversification as a way to reduce risk. Portfolio theory</p> <p>Topic 4. Risk modeling and optimization and game theory</p> <p>Topic 5. Stocks, reserves as a way to reduce risk.</p> <p>Theme 6: Risk analysis in making strategic long-term investment decisions.</p> <p>Topic 7. Risks in foreign economic activity.</p> <p>Topic 8. Methods of risk reduction in various fields of activity.</p>

<b>Integral and general competencies</b>	<b>Special (professional) competencies</b>	<b>Programme learning outcomes</b>
<p>IC The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.</p> <p>GC 6 Ability to generate new ideas (creativity);</p> <p>GC 7 Ability to abstract thinking, analysis and synthesis</p>	<p>SC 4 Ability to effectively use and develop the organization's resources;</p> <p>SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>SC 10 Ability to manage the organization and its development.</p> <p>SC 11 The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment</p> <p>SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management</p>	<p>PLO 1 Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;</p> <p>PLO 2 Identify problems in the organization and justify the methods of solving them;</p> <p>PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</p> <p>PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.</p>

<b>Evaluation of learning outcomes</b>	<b>Learning methods</b>
<p>Assessment of the knowledge of students of all forms of education is assessed in the range of 100 points exclusively on the basis of the results of ongoing and intermediate (module) control. The results of the credit are evaluated and translated into the national two-level grading system ("passed" or "failed") and the corresponding ECTS grades</p> <p style="text-align: center;">For students of full-time education</p>	<p>Lectures, presentations, seminars (practical) classes, oral and written questioning, participation in discussions and debates, tests, group work, solving problem-oriented tasks, presentations of the results of completed tasks and research, independent work, work with notes, scientific and educational literature, information and Internet resources</p>

Ongoing assessment and independent work											Credit in total
Content module 1					Content module 1						
T1	T2	T3	T4	MTW1	T5	T6	T7	T8	MTW2		
5	5	5	5	30	5	5	5	5	30	100	
20				30	20				30	100	

T1, T2... T8 – Content module topics.  
MTW- intermediate module test work

For students of part-time education		
Research paper	Testing on all course topics	Credit in total
60	40	100

Scale of evaluation of the final (term) control: national and ECTS		
Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale
		For a credit
90-100	A	credited
82-89	B	
74-81	C	
64-73	D	
60-63	E	
35-59	FX	not credited with the possibility of retaking
1-34	F	not credited with mandatory re-study of the discipline

Suggested reading list (basic)
<ol style="list-style-type: none"> <li>Управління ризиками [Електронний ресурс] : навч. наочн. посіб. для студентів спеціальності 073 «Менеджмент» / М. О. Кравченко, К. О. Бояринова, К. О. Копішинська ; КПІ ім. Ігоря Сікорського. Електронні текстові дані (1 файл: 18 Мбайт). Київ : КПІ ім. Ігоря Сікорського, 2021. 432 с.</li> <li>Лактіонова О. А. Управління фінансовими ризиками : навч. посіб. Вінниця : ДонНУ імені Василя Стуса, 2020. 256 с.</li> <li>Економічні ризики : методи вимірювання та управління : навч. посіб. / Н. С. Скопенко, І. В. Федуллова, Л. В. Мазник, О. М. Кириченко, Л. І. Удворгелі ; за заг. ред. Н. С. Скопенко. Київ : Видавничий дім «Кондор», 2021. 348 с.</li> </ol>



## SYLLABUS OF THE DISCIPLINE " PERSONNEL MANAGEMENT "

<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>	
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
PhD in Economics, associate professor R. V. Yakovenko, yakovenko572@gmail.com		1st year, 1st term	4 credits (120 hours), Lectures: full-time – 36 hours (part-time – 8 hours), Practical classes: full-time – 36 hours (part-time – 4 hours), Independent work: full-time – 48 hours (part-time – 108 hours), exam	Ukrainian

<b>Purpose and objectives of the discipline</b>	<b>Content of the discipline</b>
<p><b>The purpose</b> of teaching the discipline is to form and develop knowledge, skills and abilities that enable managers to carry out organizational, methodological, diagnostic, innovative activities, taking into account the development and effective use of their human resources.</p> <p>The main <b>objectives</b> of the discipline are: formation of students' basic knowledge of: formation of an effective personnel management system in the organization; formation and analysis of the state of the organization's personnel policy; design of a personnel management system and the normative number of employees of the personnel service of the enterprise; management of social development of the workforce; formation of a successful team as a social formation; application of modern methods of planning and forecasting personnel needs: organization of recruitment and selection of personnel in the organization; training, advanced training and retraining of employees at the stage of development of the organization's personnel; management of business career and career movement of managers for the purpose of their development; personnel certification and use of the results in the motivation system; evaluation of the effectiveness and efficiency of personnel management</p>	<p>Topic 1: Personnel management in the management system of organizations.</p> <p>Topic 2: Personnel planning in organizations</p> <p>Topic 3: Organization's personnel structure and personnel accounting.</p> <p>Topic 4: Recruitment and selection of personnel. Professional orientation and adaptation of employees.</p> <p>Topic 5: Personnel policy of the organization.</p> <p>Topic 6: Managing the development and movement of personnel in the organization.</p> <p>Topic 7: Formation and preparation of the personnel reserve. Management of the process of releasing personnel of the organization.</p> <p>Topic 8: The role of personnel management in business process management.</p> <p>Topic 9: Evaluation of the effectiveness of the organization's personnel service.</p>

<b>Integral and general competencies</b>	<b>Special (professional) competencies</b>	<b>Programme learning outcomes</b>
<p>IC The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.</p> <p>GC 2 Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);</p> <p>GC 3 Skills in using information and communication technologies;</p> <p>GC 4. Ability to motivate people and move towards a common goal;</p> <p>GC 5 Ability to act on the basis of ethical considerations (motives);</p>	<p>SC 4 Ability to effectively use and develop the organization's resources;</p> <p>SC 5 Ability to create and organize effective communications in the management process</p> <p>SC 6 The ability to form leadership qualities and demonstrate them in the process of managing people;</p> <p>SC 8 Ability to use psychological technologies of work with staff</p> <p>SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>SC 10 Ability to manage the organization and its development.</p> <p>SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management</p>	<p>PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</p> <p>PLO 7 Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context;</p> <p>PLO 10 Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;</p> <p>PLO 11 To ensure personal professional development and planning of own time;</p> <p>PLO 12 Be able to delegate authority and management of the organization (subdivision);</p> <p>PLO 13 Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).</p> <p>PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.</p>

<b>Evaluation of learning outcomes</b>	<b>Learning methods</b>																																																									
<p>The results of the final (term) control in the form of an exam are evaluated on a 100-point scale (60 points - the maximum number of points for the ongoing control, 40 points - the maximum number of points for the exam) and are translated into a national 5-point grading system ("excellent", "good", "satisfactory", "unsatisfactory with the possibility of retaking" and "unsatisfactory with mandatory re-study of the discipline") and the corresponding ECTS grades ("A", "B", "C", "D", "E", "FX", "F").</p> <p style="text-align: center;">For students of full-time education</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <th colspan="4">Ongoing assessment and independent work</th> <th rowspan="2">Exam (in the form of testing)</th> <th rowspan="2">Total</th> </tr> <tr> <th colspan="2">Content module 1</th> <th colspan="2">Content module 1</th> </tr> <tr> <td>T1 -T4</td> <td>MTW1</td> <td>T5 -T9</td> <td>MTW2</td> <td></td> <td></td> </tr> <tr> <td>20 (5*4)</td> <td>10</td> <td>25 (5*5)</td> <td>5</td> <td>40</td> <td>100</td> </tr> <tr> <td colspan="2">30</td> <td colspan="2">30</td> <td>40</td> <td>100</td> </tr> </table> <p>T1, T2... T9 – Content module topics. MTW- intermediate module test work</p> <p style="text-align: center;">For students of part-time education</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <th>Research paper</th> <th>Exam (in the form of testing)</th> <th>Total</th> </tr> <tr> <td>60</td> <td>40</td> <td>100</td> </tr> </table>	Ongoing assessment and independent work				Exam (in the form of testing)	Total	Content module 1		Content module 1		T1 -T4	MTW1	T5 -T9	MTW2			20 (5*4)	10	25 (5*5)	5	40	100	30		30		40	100	Research paper	Exam (in the form of testing)	Total	60	40	100	<p>Lectures, presentations, seminars (practical) classes, blitz polls, tests, solving problem-oriented tasks (cases), business games and other forms of group work, participation in discussions and debates, independent work, work with notes, scientific and educational literature, information and Internet resources</p> <p style="text-align: center;"><b>Scale of evaluation of the final (term) control: national and ECTS</b></p> <table border="1" style="width: 100%; text-align: center;"> <tr> <th rowspan="2">Total points for all types of learning activities</th> <th rowspan="2">ECTS grades</th> <th>Evaluation according to the national scale</th> </tr> <tr> <th>For exam</th> </tr> <tr> <td>90-100</td> <td><b>A</b></td> <td>excellent</td> </tr> <tr> <td>82-89</td> <td><b>B</b></td> <td>good</td> </tr> <tr> <td>74-81</td> <td><b>C</b></td> <td rowspan="3">satisfactory</td> </tr> <tr> <td>64-73</td> <td><b>D</b></td> </tr> <tr> <td>60-63</td> <td><b>E</b></td> </tr> <tr> <td>35-59</td> <td><b>FX</b></td> <td>unsatisfactory with the possibility of retaking</td> </tr> <tr> <td>1-34</td> <td><b>F</b></td> <td>unsatisfactory with mandatory re-study of the discipline</td> </tr> </table>	Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale	For exam	90-100	<b>A</b>	excellent	82-89	<b>B</b>	good	74-81	<b>C</b>	satisfactory	64-73	<b>D</b>	60-63	<b>E</b>	35-59	<b>FX</b>	unsatisfactory with the possibility of retaking	1-34	<b>F</b>	unsatisfactory with mandatory re-study of the discipline
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<ol style="list-style-type: none"> <li>1. Менеджмент персоналу : навч. посіб. / Укл. О. В. Безпалько, А. Д. Бергер, Т. М. Березянко, Ю. М. Гринюк, Д. Г. Грищенко, О. І. Драган, А. С. Зеніна-Біліченко, Л. М. Мазник, Л. І. Тертична, О. М. Соломка, О. А. Чигринець ; За заг. ред. О. І. Драган. Київ : МПП «ЛИНО», 2022. 612 с.</li> <li>2. Балабанова Л. В., Сардак О. В. Управління персоналом : підруч. Київ : Центр учбової літератури, 2021. 468 с. ISBN 978-611-01-0181-3.</li> </ol>





## SYLLABUS OF THE DISCIPLINE " MANAGEMENT OF ORGANIZATIONS "

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; speciality</b>	<b>Discipline status</b>																																																											
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory																																																											
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PhD in Economics, associate professor R. V. Yakovenko, yakovenko572@gmail.com		1st year, 1st term	5 credits (150 hours), Lectures: full-time – 54 hours (part-time – 8 hours), Practical classes: full-time – 54 hours (part-time – 6 hours), Independent work: full-time – 42 hours (part-time – 136 hours), exam	Ukrainian																																																											
<b>Purpose and objectives of the discipline</b>			<b>Content of the discipline</b>																																																												
<p><b>The purpose of the discipline:</b> to form a system of knowledge about the organization as an object of management in a dynamic business environment, which will contribute to the formation of clear ideas about the nature and diversity of management technologies for modern enterprises and the skills to apply them in practice.</p> <p><b>The objectives of the discipline are:</b></p> <ul style="list-style-type: none"> <li>- to promote understanding of the economic essence, characteristics and role of organizations as objects of management;</li> <li>- to develop skills and abilities to manage organizational processes and organizational behavior of personnel;</li> <li>- to familiarize with the directions of increasing the competitiveness of the organization and personal effectiveness of managers.</li> </ul>			<p>Topic 1: Organization as an object of management. Basic concepts of organization management.</p> <p>Topic 2: System model of organization management.</p> <p>Topic 3: Evolution of the enterprise.</p> <p>Topic 4: Organization structure as a factor in ensuring its effectiveness.</p> <p>Topic 5: Organizational design.</p> <p>Topic 6: Organizational mechanism of organization management.</p> <p>Topic 7: Organization of enterprise management.</p> <p>Theme 8: Management of enterprises of various organizational and legal forms.</p> <p>Topic 9: Functional management systems.</p> <p>Topic 10: Management in the organization.</p> <p>Topic 11: Management models.</p> <p>Topic 12: Management decision-making.</p> <p>Topic 13: Team management. Management of organizational conflicts.</p> <p>Topic 14: Fundamentals of crisis management. Enterprise risk management.</p> <p>Topic 15: Diagnostics of organization management.</p> <p>Topic 16: Enterprise performance management.</p>																																																												
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## SYLLABUS

### TERM PAPER IN THE DISCIPLINE "MANAGEMENT OF ORGANIZATIONS"

	<b>Educational Programme</b> «Management»	<b>Level of higher education</b> second (master's degree)	<b>Field of study; specialty</b> 07 "Management and administration" 073 "Management"	<b>Discipline status</b> mandatory
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
PhD in Economics, associate professor R. V. Yakovenko, yakovenko572@gmail.com		1st year, 1st term	3 credits (90 hours - independent work), defense of the term paper	Ukrainian

#### Purpose of the term paper

The term paper in the discipline "Management of Organizations" is based on an in-depth study of special domestic and foreign literature, best practices in the chosen field, as well as the results of own research of a real object in order to solve a specific practical problem.

The basis of the term paper research is enterprises and organizations of various forms of ownership and their structural units

The recommended list of topics for term papers is developed for each academic year by the teacher and approved at a meeting of the department.

**The purpose** of the term paper is to consolidate the theoretical knowledge of the discipline "Management of Organizations" and to master the practical skills necessary for effective management of the organization, taking into account the changing environment.

In the process of doing term papers, higher education students improve and develop the following **skills and abilities**:

- formulate the research problem independently;
- determine the purpose, main objectives, subject, object of research;
- search and select the necessary scientific and analytical information;
- analyze the activities of enterprises (organizations) and their managers;
- master the latest approaches to management;
- substantiate management decisions that will increase the efficiency of enterprises (organizations) in today's conditions;
- express their thoughts, suggestions logically and reasonably, and draw conclusions;
- structure scientific and reference material correctly;
- publicly defend the prepared work (make presentation, answer questions, defend their opinions, etc.)

Integral and general competencies	Special (professional) competencies	Programme learning outcomes
GC 1 Ability to conduct research at the appropriate level; GC 3 Skills in using information and communication technologies; GC 5 Ability to act on the basis of ethical considerations (motives); GC 7 Ability to abstract thinking, analysis and synthesis	SC 1 Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards; SC 2 Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans; SC 3 Ability for self-development, lifelong learning, and effective self-management; SC 4 Ability to effectively use and develop the organization's resources; SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation; SC 10 Ability to manage the organization and its development. SC 11 The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management	PLO 1 Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions; PLO 2 Identify problems in the organization and justify the methods of solving them; PLO 3 Design effective management systems of organizations; PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility; PLO 8 Apply specialized software and information systems to solve organizational management problems; PLO 9 Be able to communicate in professional and scientific circles in national and foreign languages; PLO 11 To ensure personal professional development and planning of own time; PLO 13 Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit). PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes. PLO 15 Ability to think strategically and initiate management at an industrial enterprise

#### Evaluation of learning outcomes

The completed term paper is evaluated separately from the course evaluation of the discipline. The term paper is graded on a 100-point scale with the subsequent conversion of the 100-point grading scale data to a 5-point scale and the ECTS scale.

#### Evaluation of the term paper

Evaluation of the content and quality of the term paper	Evaluation of the term paper defense	Total
60	40	100

Detailed information on the quality indicators and evaluation criteria for term papers is provided in the guidelines for the performance and defense of term papers

#### Learning methods

Individual consultations and interviews with the supervisor of the term paper, work with literature and information sources, independent work, presentation of research results

#### Scale of evaluation of the final (term) control: national and ECTS

Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale
90-100	A	For exam excellent
82-89	B	good
74-81	C	
64-73	D	satisfactory
60-63	E	
35-59	FX	unsatisfactory with the possibility of retaking
1-34	F	unsatisfactory with mandatory re-study of the discipline

**Detailed information about the term paper** is given in the guidelines for the implementation and defense of the term paper on the ETI website

<https://eti.edu.ua/navchannia/osvitnii-protses/mahistratura/nmk>

#### Suggested reading list (basic)

1. Назарчук Т. В., Косіюк О. М. Менеджмент організацій : навч. посіб. Київ : Центр учбової літератури, 2021. 560 с.
2. Мошек Г. Є., Федоренко В. Л. Менеджмент організації : навч. посіб. Київ : Ліра-К, 2020. 420 с.
3. Данильян О. Г., Дзьобань О. П. Методологія наукових досліджень : підруч. Харків : Право, 2019. 368 с.



## SYLLABUS OF THE DISCIPLINE " INFORMATION SYSTEMS AND TECHNOLOGIES IN THE ORGANIZATION MANAGEMENT "

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>	
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory	
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>	
Candidate of Technical Sciences, S. V. Sorokun, uraganlana@ukr.net		1st year, 1st term	5 credits (150 hours), Lectures: full-time – 36 hours (part-time – 8 hours), Laboratory classes: full-time – 36 hours (part-time – 8 hours), Independent work: full-time – 42 hours (part-time – 134 hours), exam	Ukrainian	
<b>Purpose and objectives of the discipline</b>		<b>Content of the discipline</b>			
<p><b>The purpose</b> of the discipline is to provide a sufficient level of theoretical knowledge of modern information systems and technologies, their rational use, as well as practical skills in the effective use of modern information technologies and systems in the management process.</p> <p><b>Objectives of the discipline:</b> - acquaintance of students with information technologies and their use in management information systems; - provision of theoretical knowledge on the basics of organization and functioning of information systems in management; - study of the main characteristics of information systems, software tools and computer technologies focused on decision support.</p>		<ol style="list-style-type: none"> <li>1. Information system (IS), basic concepts and definitions</li> <li>2. Stages of development and essence of information systems in management</li> <li>3. Economic information and means of its formalized description.</li> <li>4. Typology of information systems and technologies in the management of organizations</li> <li>5. Operational information systems</li> <li>6. Financial information systems</li> <li>7. Conceptual, technological, organizational and methodological bases of creation of IS.</li> <li>8. Evolution of IS management.</li> <li>9. Decision support systems.</li> <li>10. Microsoft Power BI information system in management.</li> <li>11. QlikView information system in management</li> <li>12. The use of artificial intelligence technologies in the organization management</li> <li>13. Information systems for multinational companies</li> <li>14. Automation of office work and document management processes</li> <li>15. The process of implementing AIS</li> <li>16. Efficiency of information technology</li> <li>17. Planning the process of implementing an information system at the enterprise</li> <li>18. Security of information systems</li> </ol>			
<b>Integral and general competencies</b>		<b>Special (professional) competencies</b>		<b>Programme learning outcomes</b>	
GC 2 Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity); GC 3 Skills in using information and communication technologies; GC 6 Ability to generate new ideas (creativity)		SC 1 Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards; SC 7 Ability to develop projects, manage them, show initiative and entrepreneurship; SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;		PLO 3 Design effective management systems of organizations; PLO 8 Apply specialized software and information systems to solve organizational management problems;	
<b>Evaluation of learning outcomes</b>			<b>Learning methods</b>		
The results of the final (term) control in the form of an exam are evaluated on a 100-point scale (60 points - the maximum number of points for the ongoing control, 40 points - the maximum number of points for the exam) and are translated into a national 5-point grading system ("excellent", "good", "satisfactory", "unsatisfactory with the possibility of retaking" and "unsatisfactory with mandatory re-study of the discipline") and the corresponding ECTS grades ("A", "B", "C", "D", "E", "FX", "F").			Lectures, presentations, laboratory work, problem solving, project work, presentations of the results of completed tasks, tests, independent work, work with computer programs and information technologies in business, Internet resources		
			<b>Scale of evaluation of the final (term) control: national and ECTS</b>		
			<b>Total points for all types of learning activities</b>	<b>ECTS grades</b>	<b>Evaluation according to the national scale</b>
			90-100	<b>A</b>	excellent
			82-89	<b>B</b>	good
			74-81	<b>C</b>	satisfactory
			64-73	<b>D</b>	unsatisfactory with the possibility of retaking
			60-63	<b>E</b>	unsatisfactory with mandatory re-study of the discipline
			35-59	<b>FX</b>	
			1-34	<b>F</b>	
For students of full-time education					
Ongoing assessment and independent work				Exam (in the form of testing)	Total
Content module 1		Content module 2			
T1 -T9	MTW1	T10 -T18	MTW2		
18 (9*2)	12	18 (9*2)	12	40	100
30		30		40	100
T1, T2... T18 – Content module topics.					
MTW- intermediate module test work					
For students of part-time education					
Practical tasks		Exam (in the form of testing)		Total	
60		40		100	
<b>Suggested reading list (basic)</b>					
1. Бутенко Т. А., Сирий В. М. Інформаційні системи та технології : навч. посіб. Харків : ХНАУ ім. В.В. Докучаєва, 2020. 207 с.					
2. Новаківський І. І., Грибик І. І., Смолінська Н. В. Інформаційні системи в менеджменті : адаптивний підхід : підруч. Київ : Видавничий дім «Кондор», 2019. 440 с.					
3. Bourgeois, David T.; Smith, James L.; Wang, Shouhong; and Mortati, Joseph, "Information Systems for Business and Beyond" (2019). Open Textbooks.					
4. Kenneth C. Laudon, Jane P. Laudon "Management Information Systems: Managing the Digital Firm", 17th edition (2022).					



## SYLLABUS OF THE DISCIPLINE "ANTI-CRISIS MANAGEMENT"

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>																																																																					
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory																																																																					
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>																																																																					
PhD in Economics, associate professor S. A. Frunza frunzasa@gmail.com		1st year, 2nd term	4 credits (120 hours), Lectures: full-time – 34 hours (part-time – 8 hours), Practical classes: full-time – 34 hours (part-time – 4 hours), Independent work: full-time – 52 hours (part-time – 108 hours), credit	Ukrainian																																																																					
<b>Purpose and objectives of the discipline</b>			<b>Content of the discipline</b>																																																																						
<p><b>The purpose</b> of studying the discipline "Anti-Crisis Management" is to master the theoretical, methodological, technological features of the organization and implementation of crisis management; acquisition of skills and abilities to use crisis management to make effective organizational and production decisions.</p> <p>The main <b>objectives</b> of studying the discipline "Anti-Crisis Management" are: to get acquainted with the basic theoretical categories of the discipline; to develop skills in the use of crisis management in the financial and economic activities of the enterprise to ensure its competitiveness and financial stability; to understand the peculiarities of crisis management in enterprises; to acquire skills in the application of a set of special methods and technologies used in crisis management; to develop skills in using the results of crisis management to improve the efficiency of decision-making.</p>			<p>Topic 1: Enterprise crises: essence and diagnostics Topic 2. Economy crises Topic 3. Sustainability of business entities and the need for crisis management Topic 4. Functional and crisis management Topic 5. Factors and technology of crisis management Topic 6. Organization of work on the company's dealing with crisis Topic 7. The role of staff in crisis management Topic 8. The role and place of the manager in crisis management</p>																																																																						
<b>Integral and general competencies</b>	<b>Special (professional) competencies</b>		<b>Programme learning outcomes</b>																																																																						
<p>IC The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.</p> <p>GC 1 Ability to conduct research at the appropriate level;</p> <p>GC 6 Ability to generate new ideas (creativity);</p> <p>GC 7 Ability to abstract thinking, analysis and synthesis</p>	<p>SC 1 Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;</p> <p>SC 4 Ability to effectively use and develop the organization's resources;</p> <p>SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>SC 10 Ability to manage the organization and its development.</p> <p>SC 11 The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment</p> <p>SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management</p>		<p>PLO 1 Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;</p> <p>PLO 2 Identify problems in the organization and justify the methods of solving them;</p> <p>PLO 3 Design effective management systems of organizations;</p> <p>PLO 5 Plan the activities of the organization in strategic and tactical sections;</p> <p>PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</p> <p>PLO 13 Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).</p> <p>PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.</p> <p>PLO 15 Ability to think strategically and initiate management at an industrial enterprise</p>																																																																						
<b>Evaluation of learning outcomes</b>			<b>Learning methods</b>																																																																						
<p>Assessment of the knowledge of students of all forms of education is assessed in the range of 100 points exclusively on the basis of the results of ongoing and intermediate (module) control. The results of the credit are evaluated and translated into the national two-level grading system ("passed" or "failed") and the corresponding ECTS grades</p> <p style="text-align: center;">For students of full-time education</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <th colspan="10">Ongoing assessment and independent work</th> <th rowspan="2">Credit in total</th> </tr> <tr> <th colspan="5">Content module 1</th> <th colspan="5">Content module 2</th> </tr> <tr> <td>T</td><td>T</td><td>T</td><td>T</td><td>MTW</td> <td>T</td><td>T</td><td>T</td><td>T</td><td>MTW</td> <td rowspan="3">100</td> </tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>1</td> <td>5</td><td>6</td><td>7</td><td>8</td><td>2</td> </tr> <tr> <td>5</td><td>5</td><td>5</td><td>5</td><td>30</td> <td>5</td><td>5</td><td>5</td><td>5</td><td>30</td> </tr> <tr> <td colspan="5">20</td> <td colspan="5">30</td> <td>100</td> </tr> </table> <p>T1, T2... T8 – Content module topics. MTW- intermediate module test work</p> <p style="text-align: center;">For students of part-time education</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td>Research paper</td> <td>Testing on all course topics</td> <td>Credit in total</td> </tr> <tr> <td>60</td> <td>40</td> <td>100</td> </tr> </table>			Ongoing assessment and independent work										Credit in total	Content module 1					Content module 2					T	T	T	T	MTW	T	T	T	T	MTW	100	1	2	3	4	1	5	6	7	8	2	5	5	5	5	30	5	5	5	5	30	20					30					100	Research paper	Testing on all course topics	Credit in total	60	40	100	<p>Lectures, presentations, seminars (practical) classes, tests, interactive teaching methods, brainstorming and other forms of group work, participation in discussions and debates, presentations of the results of completed tasks and research, independent work, work with notes, scientific and educational literature, information and Internet resources</p>	
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<p>1. Глуценко С.В., Івахненко С.В.. Антикризове управління на підприємстві : фінансовоорганізаційні аспекти : навчальний посібник. Київ : НАУКМА, 2020. 92 с.</p> <p>2. Смерічевський С.Ф., Кривов'язюк І.В. Антикризове управління підприємством : навчальний посібник. Київ : Видавничий дім «Кондор», 2020. 396 с.</p>																																																																									



## SYLLABUS OF THE DISCIPLINE "FINANCIAL MANAGEMENT OF AN INDUSTRIAL ENTERPRISE"

	<b>Educational Programme</b> «Management»	<b>Level of higher education</b> second (master's degree)	<b>Field of study; specialty</b> 07 "Management and administration" 073 "Management"	<b>Discipline status</b> Selective component (variable)																																																											
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>																																																											
PhD in Economics, associate professor I. P. Tkachenko, tkachenko2006@ua.fm		1 <sup>st</sup> year, 2 <sup>nd</sup> term	4 credits (120 hours), Lectures: full-time – 34 hours (part-time – 8 hours), Practical classes: full-time – 34 hours (part-time – 4 hours), Independent work: full-time – 52 hours (part-time – 108 hours), exam	Ukrainian																																																											
<b>Purpose and objectives of the discipline</b>			<b>Content of the discipline</b>																																																												
<p><b>The purpose</b> of the discipline is to form a system of in-depth knowledge of financial management of an industrial enterprise, to form the theoretical and methodological basis necessary for fluency in modern methods of strategic financial management, to master the basic approaches to the selection, justification and implementation of the most effective financial decisions in the management process.</p> <p><b>Objectives</b> of the discipline: formation of a comprehensive understanding of the mechanism of financial management of an industrial enterprise, application of financial management tools and methods of developing a financial strategy for the enterprise, taking into account its financial and economic condition and position in the market, application of anti-crisis financial management tools.</p>			<p>Topic 1: Theoretical and organizational foundations of financial management Topic 2. System of ensuring financial management of an industrial enterprise Topic 3. Cash flow management at an industrial enterprise Topic 4. Determination of the value of money in time and its use in financial calculations Topic 5. Profit management of an industrial enterprise Topic 6. Asset management of an industrial enterprise Content module 2. Strategic and tactical goals of financial management Topic 7. Cost and optimization of the capital structure of an industrial enterprise Topic 8. Investment management of an industrial enterprise Topic 9. Financial risk management of an industrial enterprise Topic 10. Analysis of financial statements of an industrial enterprise Topic 11. Internal financial forecasting and planning Topic 12: Anti-crisis financial management of an industrial enterprise</p>																																																												
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<p>1. Верланов Ю. Ю. Фінансовий менеджмент : навч. посіб. Вид. 2-ге. Миколаїв : Вид-во ЧНУ ім. Петра Могили, 2021. 336 с. 2. Жигалкевич Ж.М., Кам'яньська О.В. Фінансовий менеджмент : навч. посіб. для здобувачів другого (магістерського) рівня вищої освіти спеціальності 073 «Менеджмент». Київ : КПІ ім. Ігоря Сікорського, 2022. 214 с.</p>																																																															



## SYLLABUS OF THE DISCIPLINE "INVESTMENT MANAGEMENT OF AN INDUSTRIAL ENTERPRISE"

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>																																																								
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	Selective component (variable)																																																								
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>																																																								
PhD in Economics, associate professor I. P. Tkachenko, tkachenko2006@ua.fm		1 <sup>st</sup> year, 2 <sup>nd</sup> term	4 credits (120 hours), Lectures: full-time – 34 hours (part-time – 8 hours), Practical classes: full-time – 34 hours (part-time – 4 hours), Independent work: full-time – 52 hours (part-time – 108 hours), exam	Ukrainian																																																								
<b>Purpose and objectives of the discipline</b>			<b>Content of the discipline</b>																																																									
<p><b>The purpose</b> of the discipline: formation of theoretical knowledge and practical skills in the formation and management of investment activities of an industrial enterprise, choice of investment strategy and evaluation of the investment market.</p> <p><b>Objectives</b> of the discipline: acquaintance of students with the relevant concepts, categories, systems and algorithms of investment management; acquisition of practical skills in mastering the methodological tools of investment management; determination of methods and tools for investment design; analysis of foreign concepts and modern domestic approaches to managing financial investments of an industrial enterprise</p>			<p>Topic 1: The essence, purpose and functions of investment management.</p> <p>Topic 2: Methodological tools for investment management.</p> <p>Topic 3: Assessment and forecasting of investment market development.</p> <p>Topic 4: Investment strategy of an industrial enterprise.</p> <p>Topic 5: Policy of formation of investment resources of an industrial enterprise.</p> <p>Topic 6: Rules for making investment decisions.</p> <p>Topic 7: Management of real investments of an industrial enterprise.</p> <p>Topic 8: Management of financial investments of an industrial enterprise.</p> <p>Topic 9: Management of the portfolio of financial investments of an industrial enterprise.</p>																																																									
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<p>1. Бутко М. П., Бутко І. М., Дітковська М. Ю. та ін. Менеджмент інвестиційної діяльності : підруч. ; за заг. ред. М. П. Бутка. Київ : ЦУЛ, 2021. 480 с.</p> <p>2. Гудзь О. Є., Стецюк П. А. Інвестиційний менеджмент : навч. посіб. Львів : ТОВ «Галицька видавнича спілка», 2020. 223 с.</p>																																																												



## SYLLABUS OF THE DISCIPLINE "SECURITY MANAGEMENT OF AN INDUSTRIAL ENTERPRISE "

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	Selective component (variable)
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
PhD in Economics, associate professor S. A. Frunza frunzasa@gmail.com		1 <sup>st</sup> year, 2 <sup>nd</sup> term	4 credits (120 hours), Lectures: full-time – 34 hours (part-time – 8 hours), Practical classes: full-time – 34 hours (part-time – 4 hours), Independent work: full-time – 52 hours (part-time – 108 hours), exam	Ukrainian

Purpose and objectives of the discipline	Content of the discipline
<p><b>The purpose</b> of the discipline: formation of a system of special knowledge of higher education students on the management of industrial enterprise security, the formation of an effective system of economic security management at industrial enterprises.</p> <p>The main <b>objectives</b> of the discipline: to provide higher education students with a clear and precise understanding of the theoretical and methodological foundations of studying the basic provisions of industrial enterprise security management; formation of knowledge, skills and creativity in the development and management of the security system of an industrial enterprise; disclosure of the specifics of economic shadowing; characterization of the stages of formation of foreign and domestic shadow financial flows; studying the main categories, principles of construction, indicators of economic security in order to carry out economic analysis and modeling at the macro level and develop measures to regulate the level of shadowing of the economy; determining the market mechanism for de-shadowing the economy; disclosing the peculiarities of forming a security management system for an industrial enterprise; determining the main forms of enterprise security management; performing basic and regulatory forecasts based on statistical analysis, taking into account economic trends and patterns.</p>	<p>Topic 1: The essence and role of industrial enterprise security</p> <p>Topic 2. Analysis and assessment of hazards in the business environment</p> <p>Topic 3. Technology of modeling the state of economic security of an industrial enterprise</p> <p>Topic 4. Forms of industrial enterprise security management</p> <p>Topic 5. Fundamentals of industrial enterprise security management</p> <p>Topic 6. Components of industrial enterprise security</p> <p>Topic 7. Security management system of an industrial enterprise</p> <p>Topic 8. Shadow economy as a global problem of security in the global environment. Market mechanism for de-shadowing the economy</p>

Integral and general competencies	Special (professional) competencies	Programme learning outcomes
<p>IC The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.</p> <p>GC 2 Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);</p> <p>GC 6 Ability to generate new ideas (creativity);</p> <p>GC 7 Ability to abstract thinking, analysis and synthesis</p>	<p>SC 1 Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;</p> <p>SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>SC 11 The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment</p> <p>SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management</p>	<p>PLO 1 Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions</p> <p>PLO 2 Identify problems in the organization and justify the methods of solving them;</p> <p>PLO 3 Design effective management systems of organizations;</p> <p>PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</p> <p>PLO 13 Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).</p> <p>PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.</p> <p>PLO 15 Ability to think strategically and initiate management at an industrial enterprise</p>

Evaluation of learning outcomes	Learning methods
<p>The results of the final (term) control in the form of an exam are evaluated on a 100-point scale (60 points - the maximum number of points for the ongoing control, 40 points - the maximum number of points for the exam) and are translated into a national 5-point grading system ("excellent", "good", "satisfactory", "unsatisfactory with the possibility of retaking" and "unsatisfactory with mandatory re-study of the discipline") and the corresponding ECTS grades ("A", "B", "C", "D", "E", "FX", "F").</p>	<p>Lectures, presentations, seminars (practical) classes, solving problem-oriented tasks (cases), tests, brainstorming and other forms of group work, participation in discussions and debates, presentations of the results of completed tasks and research, independent work, work with notes, scientific and educational literature, information and Internet resources</p>

For students of full-time education

Ongoing assessment and independent work										Exam	Total
Content module 1					Content module 2						
T1	T2	T3	T4	MT W1	T5	T6	T7	T8	MT W2		
5	5	5	5	10	5	5	5	5	10	40	100
30					30					40	100

T1, T2... T8 – Content module topics.

MTW- intermediate module test work

For students of part-time education

Research paper	Exam (in the form of testing)	Total
60	40	100

Scale of evaluation of the final (term) control: national and ECTS		
Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale
		For exam
90-100	A	excellent
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1-34	F	unsatisfactory with mandatory re-study of the discipline

### Suggested reading list (basic)

- Марченко О. С. Економічна безпека підприємства : навч. посіб. Харків : Право, 2022. 246 с. ISBN 978-966-998-444-9.
- Економічна безпека підприємства : підруч. / за ред. А. М. Дідик. Львів: ТзОВ «Видавнична група «Бухгалтер України», 2019. 624 с.
- Організація та управління системою економічної безпеки підприємства : навч.-метод. посіб. / З. Б. Живко, О. В. Черевко, Н. В. Зачосова, М. О. Живко, О. Б. Баворовська, В. О. Занора; за ред. З. Б. Живко. Черкаси : видавець Чабаненко Ю. А., 2019. 120



## SYLLABUS OF THE DISCIPLINE " MANAGEMENT OF WORK CONTENT "

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>																																																																																										
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PhD in Political Science, associate professor T. V. Zholonko, t_zholonko@meta.ua		1 <sup>st</sup> year, 2 <sup>nd</sup> term	4 credits (120 hours), Lectures: full-time – 34 hours (part-time – 8 hours), Practical classes: full-time – 34 hours (part-time – 4 hours), Independent work: full-time – 52 hours (part-time – 108 hours), exam	Ukrainian																																																																																										
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<p><b>The purpose</b> is to develop students' relevant disciplinary competencies, which in turn affect the formation of professional competencies in managing the content of the work of a manager in the administration of economic activities of organizations and institutions.</p> <p><b>Course objectives:</b></p> <ul style="list-style-type: none"> <li>- disclosure of the essence of theoretical, methodological, organizational and economic criteria for managing the content of work of an administrative manager;</li> <li>- formation of theoretical knowledge and practical skills and abilities in the process of managing the content of work, taking into account all its components;</li> <li>- formation of theoretical knowledge and practical skills and abilities to manage conflicts in the administration of the organization's activities, building and developing effective communications in the work of the manager;</li> <li>- formation of practical skills in the development of regulatory documents governing the activities of the organization and the work of the administrative manager.</li> </ul>			<p>Topic 1: Essential characteristics of work content management at the enterprise</p> <p>Topic 2. Identification and documentation of work in the organization</p> <p>Topic 3. Documenting the interaction between works, estimating the duration of work and organizing safe work in the process of performing work at the enterprise</p> <p>Topic 4. Features of work content management in various fields</p> <p>Topic 5. The essence and features of administrative activities in the organization and its organizational culture</p> <p>Theme 6. Organization of interaction, establishment of authority and psychological interaction in the process of administrative activity</p> <p>Topic 7. Communication and documentation in the process of administrative activity</p>																																																																																											
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<ol style="list-style-type: none"> <li>1. Менеджмент і адміністрування : підруч. для магістрів / Кол. авт.: д.е.н., проф. З.І. Галушка, д.е.н., доц. А.А. Антохов, к.е.н., доц. В.М. Запухляк; к.е.н., доц. Б.Д. Сторощук, к.е.н., доц. Ю.О. Терлецька, к.е.н., доц. Т.Р. Заволічна, к.е.н., ас. І.Я. Кузьмук. Чернівці : ЧНУ ім. Ю. Федьковича, 2021. 437 с.</li> <li>2. Карпінський Б. А., Гасюк Р. В., Карпінська О. Б. Ділове адміністрування : навч. посіб. / За ред. проф. Б. А. Карпінського. Львів : ГАЛІЧ-ПРЕС, 2021. 412 с. Серія «Держава і управління».</li> <li>3. Аппело Ю. Менеджмент 3.0. Agile-менеджмент. Лідерство та управління командами. Харків : Фабула, 2019. 464 с.</li> </ol>																																																																																														





## SYLLABUS OF THE DISCIPLINE "TIME MANAGEMENT"

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>																																																												
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	Selective component (variable)																																																												
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>																																																												
PhD in Economics, associate professor R. V. Yakovenko, yakovenko572@gmail.com		1 <sup>st</sup> year, 2 <sup>nd</sup> term	4 credits (120 hours), Lectures: full-time – 34 hours (part-time – 6 hours), Practical classes: full-time – 17 hours (part-time – 4 hours), Independent work: full-time – 69 hours (part-time – 110 hours), credit	Ukrainian																																																												
<b>Purpose and objectives of the discipline</b>			<b>Content of the discipline</b>																																																													
<p><b>The purpose</b> of the discipline: to form a set of theoretical knowledge of methodology and practical mastery of methods for forecasting economic and management processes and modeling complex systems using a range of methods and models.</p> <p>The main <b>objectives</b> of the discipline: to provide higher education students with a clear and precise understanding of the theoretical and methodological foundations of modern time management; to develop skills of self-organization, motivation, goal setting, prioritization, delegation of authority, monitoring and evaluation of personal performance; to master the methods of organizing working time and rational use of resources; to develop skills of independent, creative work; the ability to organize their work, develop the ability to generate new ideas, find new approaches to their implementation.</p>			<p>Topic 1: The essence and role of time management in the management process</p> <p>Topic 2. Analysis of the manager's working time expenses</p> <p>Topic 3. Setting priorities in the development of management decisions</p> <p>Topic 4. Planning of manager's working time</p> <p>Topic 5. Goal setting in the time management system</p> <p>Topic 6. Self-control and self-motivation</p> <p>Topic 7. Measures against irrational use of manager's time</p> <p>Topic 8: Computerization and automation of time management</p>																																																													
<b>Integral and general competencies</b>	<b>Special (professional) competencies</b>		<b>Programme learning outcomes</b>																																																													
GC 6 Ability to generate new ideas (creativity); GC 7 Ability to abstract thinking, analysis and synthesis	SC 3 Ability for self-development, lifelong learning, and effective self-management; SC 6 The ability to form leadership qualities and demonstrate them in the process of managing people; SC 8 Ability to use psychological technologies of work with staff SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;		PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility; PLO 10 Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks; PLO 11 To ensure personal professional development and planning of own time;																																																													
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Assessment of the knowledge of students of all forms of education is assessed in the range of 100 points exclusively on the basis of the results of ongoing and intermediate (module) control. The results of the credit are evaluated and translated into the national two-level grading system ("passed" or "failed") and the corresponding ECTS grades For students of full-time education			Lectures, presentations, seminars (practical classes), tests, interactive teaching methods, business games and other forms of group work, participation in discussions and debates, presentations of the results of completed tasks and research, independent work, work with notes, scientific and educational literature, information and Internet resources																																																													
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1. Лугова В. М., Голубев С. М. Основи самоменеджменту та лідерства [Електронний ресурс] : навч. посіб. Харків : ХНЕУ ім. С. Кузнеця, 2019. 212 с. ISBN 978-966-676-730-4. 2. Самоменеджмент : навч. посіб. / Г. З. Леськів, Г. Я. Левків, М. М. Бліхар, В. В. Гобела, О. П. Подра, Г. В. Коваль. Львів : Львівський державний університет внут рішніх справ, 2021. 280 с. ISBN 978-617-511-339-4. 3. Ратушняк О. Г., Лялюк О. Г. Самоменеджмент : навч. посіб. Вінниця : ВНТУ, 2021. 170 с. ISBN 978-966-641-838-1.																																																																



## SYLLABUS OF THE DISCIPLINE "CREATIVE MANAGEMENT"

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>						
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	Selective component (variable)						
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>						
PhD in Political Science, associate professor T. V. Zholonko, t_zholonko@meta.ua		1 <sup>st</sup> year, 2 <sup>nd</sup> term	4 credits (120 hours), Lectures: full-time – 34 hours (part-time – 6 hours), Practical classes: full-time – 17 hours (part-time – 4 hours), Independent work: full-time – 69 hours (part-time – 110 hours), credit	Ukrainian						
<b>Purpose and objectives of the discipline</b>			<b>Content of the discipline</b>							
<p><b>The purpose</b> of the discipline: to form innovative thinking, a creative approach to solving management problems; to acquire knowledge and skills in developing a creative environment in the organization.</p> <p><b>Objectives</b> of the discipline: to characterize the content and structure of creative management, its place in the system of management sciences, to outline the basic laws of creative processes generalized in theory and practice; to familiarize with various ways to activate creative abilities, establish a creative environment in the organization, and effectively solve non-standard problems.</p>			<p>Content module 1: The essence and features of creative management Topic 1: The essence of creativity in business. The concept of creative management. Topic 2. The place of thinking in research and management activities. Thinking and creative potential of the individual. Topic 3. Lateral thinking and conscious creativity in business. Topic 4. Creative manager.</p> <p>Content module 2. Formation of a creative environment at the enterprise Topic 5. Formation of a creative environment in the organization. Topic 6. Technology for making creative management decisions. Topic 7. Motivation of creative personalities. Topic 8: Teaching creativity.</p>							
<b>Integral and general competencies</b>	<b>Special (professional) competencies</b>		<b>Programme learning outcomes</b>							
GC 6 Ability to generate new ideas (creativity); GC 7 Ability to abstract thinking, analysis and synthesis	SC 3 Ability for self-development, lifelong learning, and effective self-management; SC 6 The ability to form leadership qualities and demonstrate them in the process of managing people; SC 8 Ability to use psychological technologies of work with staff SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;		PLO 4 Justify and manage projects, generate business ideas; PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility; PLO 10 Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks; PLO 11 To ensure personal professional development and planning of own time;							
<b>Evaluation of learning outcomes</b>			<b>Learning methods</b>							
Assessment of the knowledge of students of all forms of education is assessed in the range of 100 points exclusively on the basis of the results of ongoing and intermediate (module) control. The results of the credit are evaluated and translated into the national two-level grading system ("passed" or "failed") and the corresponding ECTS grades			Lectures, presentations, seminars (practical classes), discussion of problematic issues, preparation of presentations, writing essays, business games and other forms of group work, tests, independent work, work with scientific and educational literature, information and Internet resources							
For students of full-time education			<b>Scale of evaluation of the final (term) control: national and ECTS</b>							
Ongoing assessment and independent work										
Content module 1										
T 1	T 2	T 3	T 4	MTW1	T 5	T 6	T 7	T 8	MTW2	Credit in total
5	5	5	5	30	5	5	5	5	30	100
20				30	20			30	100	
T1, T2... T8 – Content module topics. MTW- intermediate module test work										
For students of part-time education										
Research paper			Testing on all course topics		Credit in total					
60			40		100					
<b>Suggested reading list (basic)</b>										
1. Гринчук Ю. С., Коваль Н. В. Креативний менеджмент : навч. посіб. (практикум). Біла Церква : Білоцерківдрук, 2021. 150 с. 2. Божидарнік Т. В., Василик Н. М. Креативний менеджмент : навч. посіб. для студентів ВНЗ. Херсон : ОЛДІ - плюс, 2019. 498 с. 3. Брїч В. Я., Корман М. М. Креативний менеджмент [Текст] : підруч. Тернопіль : ТНЕУ, 2018. 220 с.										



## SYLLABUS OF THE DISCIPLINE " FOREIGN LANGUAGE FOR PROFESSIONAL PURPOSES"

<b>Educational Programme</b> «Management»	<b>Level of higher education</b> second (master's degree)	<b>Field of study; specialty</b> 07 "Management and administration" 073 "Management"	<b>Discipline status</b> mandatory
<b>Information about the teacher</b>	<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
Senior teacher A. M. Svoboda, nikki.nastya19@gmail.com	1 <sup>st</sup> -2 <sup>nd</sup> years, 1 <sup>st</sup> -3 <sup>rd</sup> terms	8 credits (240 hours), Practical classes: full-time – 176 hours (part-time – 24 hours), Independent work: full-time – 64 hours (part-time – 216 hours), 1 <sup>st</sup> , 2 <sup>nd</sup> terms – credit 3 <sup>rd</sup> term - exam	Ukrainian, English

Purpose and objectives of the discipline	Content of the discipline
<p><b>The purpose of the discipline:</b> formation of the necessary communicative capacity in the areas of professional and situational communication in oral and written forms.</p> <p><b>Objectives of the discipline:</b> acquisition of skills of practical knowledge of a foreign language in various types of speech activity in the scope of topics determined by professional needs; obtaining the latest professional information through foreign sources; use of oral monologue and dialogic speech within everyday, socio-political, general economic and professional topics; translation from a foreign language into a native language of texts of a general economic nature; abstracting and annotating socio-political and general economic literature in native and foreign languages.</p>	<p>1. Communication ; 2. International Marketing; 3. Building Relationships; 4. Success; 5. Job Satisfaction; 6. Risk; 7. Management Styles; 8. Team Building; 9. Raising Finance; 10. Customer Service; 11. Crisis Management; 12. Mergers and Acquisitions; 13. The office; 14. Numbers; 15. Types of Businesses and Work; 16. Money and Bank Accounts; 17. Corporate Governance and Departments; 18. Telephone interactions and correspondence; 19. Introductions and Small Talk; 20. Delegating Tasks and Giving Feedback; 21. Networking; 22. Getting the job ; 23. Hiring, Promotions and Terminations; 24. Meetings and Scheduling; 25. Presentations, Team Management, Team Building; 26. Traveling</p>

Integral and general competencies	Special (professional) competencies	Programme learning outcomes
GC 3 Skills in using information and communication technologies;	SC 3 Ability for self-development, lifelong learning, and effective self-management; SC 5 Ability to create and organize effective communications in the management process	PLO 7 Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context; PLO 9 Be able to communicate in professional and scientific circles in national and foreign languages; PLO 11 To ensure personal professional development and planning of own time;

Evaluation of learning outcomes	Learning methods
<p>Assessment of the knowledge of students of all forms of education is assessed in the range of 100 points exclusively on the basis of the results of ongoing and intermediate (module) control. The results of the credit are evaluated and translated into the national two-level grading system ("passed" or "failed") and the corresponding ECTS grades</p> <p>The results of the final (term) control in the form of an exam are evaluated on a 100-point scale (60 points - the maximum number of points for the ongoing control, 40 points - the maximum number of points for the exam) and are translated into a national 5-point grading system ("excellent", "good", "satisfactory", "unsatisfactory with the possibility of retaking" and "unsatisfactory with mandatory re-study of the discipline") and the corresponding ECTS grades ("A", "B", "C", "D", "E", "FX", "F").</p> <p style="text-align: center;">For students of full-time education (1<sup>st</sup>-2<sup>nd</sup> term)</p>	<p>Practical classes, tests, interactive teaching methods, forms of group work, participation in discussions and debates, presentations of the results of completed tasks, independent work, work with notes, scientific and educational literature, information and Internet resources</p>

Ongoing assessment and independent work											Credit in total
Content module 1					Content module 2						
T1 /9	T2 /10	T3 /11	T4 /12	MTW1	T5 /13	T6 /14	T7 /15	T8/16	MTW2		
5	5	5	5	30	5	5	5	5	30	100	
20				30	20				30	100	

Ongoing assessment and independent work				Exam (in the form of testing)	Total
Content module 1		Content module 1			
T17 T21	-	IIMP1	T22-T26 IIMP2	40	100
25(5*5)		5	25(5*5)	5	100
30		30		40	100

T1, T2... T26 – Content module topics.  
MTW- intermediate module test work

For students of part-time education (1 <sup>st</sup> -3 <sup>rd</sup> term)		
Tasks on all course topics	Testing on all course topics	Credit/Exam (3 <sup>rd</sup> term)
60	40	100


Scale of evaluation of the final (term) control: national and ECTS		
Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale
90-100	A	credited
82-89	B	
74-81	C	
64-73	D	
60-63	E	
35-59	FX	not credited with the possibility of retaking
1-34	F	not credited with mandatory re-study of the discipline

Scale of evaluation of the final (term) control: national and ECTS		
Total points for all types of learning activities	ECTS grades	Evaluation according to 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 with the possibility of retaking
1-34	F	unsatisfactory with mandatory re-study of the discipline

Suggested reading list (basic)
<ol style="list-style-type: none"> <li>Natural Business English by Bill Muscull - Delta Publishing, 2019.</li> <li>Business Partner by Margaret O'Keeffe - Pearson Education Ltd, 2020 – 140 p.</li> <li>Business English Success: Посібник із ділової англійської мови / Олена Жихарева, Вікторія Ставцева – Арій, 2020. – 128 с.</li> </ol>



## SYLLABUS OF THE DISCIPLINE " MARKETING MANAGEMENT "

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; speciality</b>	<b>Discipline status</b>
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
PhD in Economics, associate professor O. V. Pavlova, pavlovaolga154@gmail.com		2 <sup>nd</sup> year, 3 <sup>rd</sup> term	4 credits (120 hours), Lectures: full-time – 36 hours (part-time – 8 hours), Practical classes: full-time – 36 hours (part-time – 4 hours), Independent work: full-time – 48 hours (part-time – 108 hours), exam	Ukrainian

<b>Purpose and objectives of the discipline</b>	<b>Content of the discipline</b>
<p><b>The purpose</b> of studying the discipline is to develop competencies in theoretical knowledge and methodological foundations, principles, tasks and functions of managing the processes of marketing activities of the enterprise.</p> <p><b>Objectives of the discipline:</b> acquaintance of higher education students with the relevant concepts, categories and processes of marketing management; study of the system of methods and tools for managing the company's marketing activities; mastering practical skills in marketing planning, formation of organizational marketing structures, control and analysis of marketing activities; acquiring skills of creative search for areas to improve the management of marketing activities of the company; solving specific marketing tasks and performing relevant functions</p>	<p>Content module 1: Theoretical foundations and organization of marketing management</p> <p>Topic 1: The concept of marketing management</p> <p>Topic 2: The process of marketing management</p> <p>Topic 3: Organization of marketing management</p> <p>Topic 4: Creating marketing organizational structures</p> <p>Content module 2: Planning and control in marketing management</p> <p>Topic 5: The essence and structure of marketing planning</p> <p>Topic 6: Marketing strategies</p> <p>Topic 7: Marketing programmes</p> <p>Topic 8: Control and analysis of marketing activities</p>

<b>Integral and general competencies</b>	<b>Special (professional) competencies</b>	<b>Programme learning outcomes</b>
<p>IC The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.</p> <p>GC 1 Ability to conduct research at the appropriate level;</p> <p>GC 6 Ability to generate new ideas (creativity);</p>	<p>SC 1 Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;</p> <p>SC 3 Ability for self-development, lifelong learning, and effective self-management;</p> <p>SC 4 Ability to effectively use and develop the organization's resources;</p> <p>SC 7 Ability to develop projects, manage them, show initiative and entrepreneurship;</p> <p>SC 11 The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment</p> <p>SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management</p>	<p>PLO 1 Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;</p> <p>PLO 2 Identify problems in the organization and justify the methods of solving them;</p> <p>PLO 3 Design effective management systems of organizations;</p> <p>PLO 4 Justify and manage projects, generate business ideas;</p> <p>PLO 5 Plan the activities of the organization in strategic and tactical sections;</p> <p>PLO 7 Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context;</p> <p>PLO 13 Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).</p> <p>PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.</p> <p>PLO 15 Ability to think strategically and initiate management at an industrial enterprise</p>

<b>Evaluation of learning outcomes</b>	<b>Learning methods</b>
The results of the final (term) control in the form of an exam are evaluated on a 100-point scale (60 points - the maximum number of points for the ongoing control, 40 points - the maximum number of points for the exam) and are translated into a national 5-point grading system ("excellent", "good", "satisfactory", "unsatisfactory with the possibility of retaking" and "unsatisfactory with mandatory re-study of the discipline") and the corresponding ECTS grades ("A", "B", "C", "D", "E", "FX", "F").	Lectures, presentations, seminars (practical) classes, tests, solving problem-oriented tasks (cases), brainstorming and other forms of group work, participation in discussions and debates, presentations of the results of completed tasks and research, independent work, work with notes, scientific and educational literature, information and Internet resources

**Scale of evaluation of the final (term) control: national and ECTS**

For students of full-time education													
Ongoing assessment and independent work					Exam (in the form of testing)								
T1	T2	T3	T4	MT W1	T5	T6	T7	T8	MT W2		40	100	
5	5	5	5	10	5	5	5	5	10				
30					30								

T1, T2... T8 – Content module topics.  
MTW- intermediate module test work

For students of part-time education		
Research paper	Exam (in the form of testing)	Total
60	40	100

Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale
90-100	<b>A</b>	excellent
82-89	<b>B</b>	good
74-81	<b>C</b>	satisfactory
64-73	<b>D</b>	
60-63	<b>E</b>	
35-59	<b>FX</b>	unsatisfactory with the possibility of retaking
1-34	<b>F</b>	unsatisfactory with mandatory re-study of the discipline

**Suggested reading list (basic)**

1. Борисенко О. С., Шевченко А. В., Фісун Ю. В., Крапко О. М. Маркетинговий менеджмент : навч. посіб. Київ : НАУ, 2022. 204 с. ISBN 978-966-932-177-0.
2. Дудар В. Управління маркетингом : електронний навч. посіб. Тернопіль : Західноукраїнський національний університет, 2022. 85 с.



## SYLLABUS OF THE DISCIPLINE "PROJECT MANAGEMENT"

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>																																																									
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory																																																									
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>																																																									
Doctor of Economics I. V. Ped; iravarped@gmail.com		2 <sup>nd</sup> year, 3 <sup>rd</sup> term	5 credits (150 hours), Lectures: full-time – 45 hours (part-time – 10 hours), Practical classes: full-time – 45 hours (part-time – 4 hours), Independent work: full-time – 60 hours (part-time – 136 hours), exam	Ukrainian																																																									
<b>Purpose and objectives of the discipline</b>		<b>Content of the discipline</b>																																																											
<p><b>The purpose</b> of the discipline: to form knowledge of management methodology in the field of project management, to master the methods of researching the project environment and ensuring the effectiveness of project management in modern economic systems.</p> <p><b>Objectives</b> of the discipline: to study the theoretical foundations of project management; determine the place and role of project management activities in the overall management system of the enterprise; learn the content of concepts and categories of the project management subsystem; form knowledge of project management processes; study the means and methods of ensuring the quality of project management; study indicators and master the methods of effective project management.</p>		<ol style="list-style-type: none"> <li>1. Project activity as an object of management.</li> <li>2. Project management processes.</li> <li>3. Justification of project work.</li> <li>4. Project performance indicators.</li> <li>5. Organizational structures and organizational forms of project management.</li> <li>6. Project planning.</li> <li>7. Project cost management.</li> <li>8. Requirements and standards of project activities.</li> <li>9. Project quality management.</li> <li>10. Time management in the project.</li> <li>11. Control of project implementation.</li> <li>12. Risks in project activities.</li> <li>13. Risk management in project management.</li> <li>14. Staffing of project management.</li> <li>15. Information and communication in project management.</li> </ol>																																																											
<b>Integral and general competencies</b>	<b>Special (professional) competencies</b>		<b>Programme learning outcomes</b>																																																										
<p>IC The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.</p> <p>GC 3 Skills in using information and communication technologies;</p> <p>GC 6 Ability to generate new ideas (creativity);</p> <p>GC 7 Ability to abstract thinking, analysis and synthesis</p>	<p>SC 1 Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;</p> <p>SC 4 Ability to effectively use and develop the organization's resources;</p> <p>SC 7 Ability to develop projects, manage them, show initiative and entrepreneurship;</p> <p>SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>SC 11 The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment</p> <p>SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management</p>		<p>PLO 3 Design effective management systems of organizations;</p> <p>PLO 4 Justify and manage projects, generate business ideas;</p> <p>PLO 5 Plan the activities of the organization in strategic and tactical sections;</p> <p>PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</p> <p>PLO 8 Apply specialized software and information systems to solve organizational management problems;</p> <p>PLO 13 Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).</p> <p>PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.</p> <p>PLO 15 Ability to think strategically and initiate management at an industrial enterprise</p>																																																										
<b>Evaluation of learning outcomes</b>			<b>Learning methods</b>																																																										
<p>The results of the final (term) control in the form of an exam are evaluated on a 100-point scale (60 points - the maximum number of points for the ongoing control, 40 points - the maximum number of points for the exam) and are translated into a national 5-point grading system ("excellent", "good", "satisfactory", "unsatisfactory with the possibility of retaking" and "unsatisfactory with mandatory re-study of the discipline") and the corresponding ECTS grades ("A", "B", "C", "D", "E", "FX", "F").</p> <p style="text-align: center;">For students of full-time education</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <tr> <th colspan="4">Ongoing assessment and independent work</th> <th rowspan="2">Exam (in the form of testing)</th> <th rowspan="2">Total</th> </tr> <tr> <th colspan="2">Content module 1</th> <th colspan="2">Content module 2</th> </tr> <tr> <td>T1 -T8</td> <td>MTW1</td> <td>T9 -T15</td> <td>MTW2</td> <td></td> <td></td> </tr> <tr> <td>24 (8*3)</td> <td>6</td> <td>21 (7*3)</td> <td>9</td> <td>40</td> <td>100</td> </tr> <tr> <td colspan="2">30</td> <td colspan="2">30</td> <td>40</td> <td>100</td> </tr> </table> <p>T1, T2... T15 – Content module topics. MTW- intermediate module test work</p> <p style="text-align: center;">For students of part-time education</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th>Research paper</th> <th>Exam (in the form of testing)</th> <th>Total</th> </tr> <tr> <td>60</td> <td>40</td> <td>100</td> </tr> </table>			Ongoing assessment and independent work				Exam (in the form of testing)	Total	Content module 1		Content module 2		T1 -T8	MTW1	T9 -T15	MTW2			24 (8*3)	6	21 (7*3)	9	40	100	30		30		40	100	Research paper	Exam (in the form of testing)	Total	60	40	100	<p>Lectures, presentations, seminars (practical) classes, individual project tasks, solving problem-oriented tasks (cases), tests, brainstorming and other forms of group work, participation in discussions and debates, presentations of the results of completed project tasks and research, independent work, work with notes, scientific and educational literature, information and Internet resources</p> <p style="text-align: center;"><b>Scale of evaluation of the final (term) control: national and ECTS</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Total points for all types of learning activities</th> <th rowspan="2">ECTS grades</th> <th>Evaluation according to the national scale</th> </tr> <tr> <th>For exam</th> </tr> </thead> <tbody> <tr> <td>90-100</td> <td><b>A</b></td> <td>excellent</td> </tr> <tr> <td>82-89</td> <td><b>B</b></td> <td rowspan="3">good</td> </tr> <tr> <td>74-81</td> <td><b>C</b></td> </tr> <tr> <td>64-73</td> <td><b>D</b></td> </tr> <tr> <td>60-63</td> <td><b>E</b></td> <td>satisfactory</td> </tr> <tr> <td>35-59</td> <td><b>FX</b></td> <td>unsatisfactory with the possibility of retaking</td> </tr> <tr> <td>1-34</td> <td><b>F</b></td> <td>unsatisfactory with mandatory re-study of the discipline</td> </tr> </tbody> </table>		Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale	For exam	90-100	<b>A</b>	excellent	82-89	<b>B</b>	good	74-81	<b>C</b>	64-73	<b>D</b>	60-63	<b>E</b>	satisfactory	35-59	<b>FX</b>	unsatisfactory with the possibility of retaking	1-34	<b>F</b>	unsatisfactory with mandatory re-study of the discipline
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<ol style="list-style-type: none"> <li>1. Блага Н. В. Управління проєктами : навч. посіб. Львів : Львівський державний університет внутрішніх справ, 2021. 152 с. ISBN 978-617-511-340-0.</li> <li>2. Микитюк П. П., Брич В. Я., Микитюк Ю. І., Труш І. М. Управління проєктами : підруч. [для студ. вищ. навч. закл.]. Тернопіль, 2021. 416 с. ISBN 978-966-654-659-6.</li> <li>3. Горбаченко С. А. Проектний менеджмент : навч.-метод. посіб. Одеса : НУ "ОЮА", 2020. 263 с.</li> </ol>																																																													



## SYLLABUS INTERNSHIP

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
PhD in Economics, associate professor O. V. Pavlova, pavlovaolga154@gmail.com		2 <sup>nd</sup> year, 3 <sup>rd</sup> term	6 credits (180 hours - independent work), defense of the internship report	Ukrainian

### The purpose of the internship

Practical training provides consolidation of theoretical knowledge, as well as the acquisition, improvement and expansion of professional competencies necessary for successful work in the chosen specialty. It provides the student with practical experience in the specialty, contributes to the formation of professional skills and abilities to make independent decisions and solve problems related to the management of modern organizations in the real socioeconomic conditions of their functioning.

During the internship, students at a particular enterprise gain experience in applying administrative, economic, social and psychological methods of enterprise management, analyzing its internal and external environment, and organizational design.

*The bases for internships* can be enterprises of various organizational and legal status and various types of economic activity that are legal entities, have been operating in the market for at least three years and carry out production or other types of economic activity.

Based on the results of the internship, the applicant submits a report on the internship.

**Detailed information on the organization and conduct of internships** is provided in the guidelines on the ETI website. <https://eti.edu.ua/navchannia/osvitnii-protses/mahistratura/nmk>

Integral and general competencies	Special (professional) competencies	Programme learning outcomes
GC 1 Ability to conduct research at the appropriate level; GC 3 Skills in using information and communication technologies; GC 5 Ability to act on the basis of ethical considerations (motives); GC 7 Ability to abstract thinking, analysis and synthesis	SC 1 Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards; SC 2 Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans; SC 3 Ability for self-development, lifelong learning, and effective self-management; SC 4 Ability to effectively use and develop the organization's resources; SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation; SC 10 Ability to manage the organization and its development. SC 11 The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management	PLO 1 Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions; PLO 2 Identify problems in the organization and justify the methods of solving them; PLO 3 Design effective management systems of organizations; PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility; PLO 8 Apply specialized software and information systems to solve organizational management problems; PLO 9 Be able to communicate in professional and scientific circles in national and foreign languages; PLO 11 To ensure personal professional development and planning of own time; PLO 13 Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit). PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes. PLO 15 Ability to think strategically and initiate management at an industrial enterprise

### Evaluation of learning outcomes

The defense of the internship report is carried out in the presence of a positive assessment issued by the head of the practical training (internship), namely, at least 35 points.

The overall grade for practical training (internship) is assessed on a 100-point scale with the subsequent conversion of evaluation data to the national 5-point scale and the ECTS scale

#### Evaluation of internship

Quality indicators of the internship report	Evaluation of the defense of the internship report	Total
60	40	100

Detailed information on the quality indicators and criteria for determining the overall grade for practical training is provided in the methodological recommendations

<https://eti.edu.ua/navchannia/osvitnii-protses/mahistratura/nmk>

### Learning methods

Individual consultations and interviews with the head of the internship, consultations with the head of the internship base, work with literature and information sources, independent work, presentation of research results (internship report)

### Scale of evaluation of the final (term) control: national and ECTS

Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale	
		For exam	
90-100	A	excellent	
82-89	B	good	
74-81	C		
64-73	D	satisfactory	
60-63	E		
35-59	FX	unsatisfactory with the possibility of retaking	
1-34	F	unsatisfactory with mandatory re-study of the discipline	

### Suggested reading list (basic)

- Наказ Міністерства освіти України від 8 квітня 1993 року №93 «Про затвердження Положення про проведення практики студентів вищих навчальних закладів України». URL: <http://zakon.rada.gov.ua/cgi-bin/laws/main.cgi?nreg=z0173-93>.
- Методичні рекомендації щодо організації та проведення виробничої практики магістрів (для студ. спеціальності 073 «Менеджмент») / ЕТІ імені Роберта Ельворті; уклад. : О.В. Павлова. Кропивницький : ЕТІ імені Роберта Ельворті, 2020. 22 с.



## SYLLABUS MASTER'S THESIS WRITING AND DEFENDING

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
PhD in Economics, associate professor O. V. Pavlova, pavlovaolga154@gmail.com		2 <sup>nd</sup> year, 3 <sup>rd</sup> term	8 credits (240 hours - independent work), defense of the master's thesis	Ukrainian

### The purpose of the master's thesis

The purpose of the master's thesis is to determine the compliance of the training of the applicant for the second (master's) level of higher education with the requirements of the educational standard, educational program (EP), which is the basis for awarding the applicant with the appropriate qualification and awarding a diploma.

A master's qualification thesis is a type of academic work that completes the theoretical and practical training of higher education students for independent work at specific enterprises of various types of economic activity. This is an independent comprehensive scientific research that summarizes the knowledge, skills and abilities acquired during the study of the disciplines provided for in the master's curriculum, as well as the knowledge and experience gained during the internship.

The master's thesis is performed on the basis of materials of a real functioning object (an organization of any form of ownership, which is a legal entity and has independent reporting), whose activities should provide information support for the chosen topic. The work must be of practical importance, i.e. contain scientifically based conclusions and proposals for improving the management process, which can be used in full or in part in practical activities and will contribute to improving the efficiency of the enterprise (organization).

The total volume of the master's thesis, requirements for its writing, the number and content of sections of the master's thesis and its defense are determined by the Methodological recommendations for the performance of qualification work, which are available on the ETI website. <https://eti.edu.ua/navchannia/osvitnii-protses/mahistratura/nmk>

<b>Integral and general competencies</b>	<b>Special (professional) competencies</b>	<b>Programme learning outcomes</b>
<p>GC 1 Ability to conduct research at the appropriate level;</p> <p>GC 3 Skills in using information and communication technologies;</p> <p>GC 5 Ability to act on the basis of ethical considerations (motives);</p> <p>GC 6 Ability to generate new ideas (creativity);</p> <p>GC 7 Ability to abstract thinking, analysis and synthesis</p>	<p>SC 1 Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;</p> <p>SC 2 Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans;</p> <p>SC 3 Ability for self-development, lifelong learning, and effective self-management;</p> <p>SC 4 Ability to effectively use and develop the organization's resources;</p> <p>SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>SC 10 Ability to manage the organization and its development.</p> <p>SC 11 The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment</p> <p>SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management</p>	<p>PLO 1 Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;</p> <p>PLO 2 Identify problems in the organization and justify the methods of solving them;</p> <p>PLO 3 Design effective management systems of organizations;</p> <p>PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</p> <p>PLO 8 Apply specialized software and information systems to solve organizational management problems;</p> <p>PLO 9 Be able to communicate in professional and scientific circles in national and foreign languages;</p> <p>PLO 11 To ensure personal professional development and planning of own time;</p> <p>PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.</p> <p>PLO 15 Ability to think strategically and initiate management at an industrial enterprise</p>

### Evaluation of learning outcomes

The defense of the master's thesis (attestation) is carried out on the basis of a positive assessment of its supervisor, reviewer and academic integrity check.

In the process of determining the final grade, the examination committee uses the quality indicators of the master's thesis:

#### Quality indicators of the master's thesis

№	Indicator	points
1	Relevance and novelty of the results obtained	20
2	Methodology of the thesis, completeness and accuracy of tasks solution	20
3	The degree and quality of the task, the quality of design and illustration of the completed thesis	20
4	The practical value of the results and the possibility of their implementation in practice	20
5	The quality of thesis defence	20
	Total	100

Evaluation of the master's thesis is carried out by members of the examination committee on a 100-point scale and a national 5-point scale based on the total score according to the criteria for evaluating the master's thesis <https://eti.edu.ua/images/Polojeniya/ocinyvanna.pdf>

The decision of the examination board is final

### Learning methods

Consultations with the supervisor; independent research, preparation of a presentation and discussion during the preliminary defense of the master's thesis with the participation of the supervisors of qualification works, teachers and groupmates; public defense of the master's thesis at a meeting of the examination committee.

#### Scale of evaluation of the final (term) control: national and ECTS

Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale
		For exam
90-100	A	excellent
82-89	B	good
74-81	C	
64-73	D	satisfactory
60-63	E	
35-59	FX	unsatisfactory with the possibility of retaking
1-34	F	unsatisfactory with mandatory re-study of the discipline

### Suggested reading list (basic)

- Стандарт вищої освіти України із галузі знань 07 Управління та адміністрування, спеціальності : 073 Менеджмент другого (магістерського) рівня, рівень освіти : Магістр. Затверджено та введено в дію наказом Міністерства освіти і науки України від 10.07.2019 р. № 959. URL : <https://mon.gov.ua/storage/app/media/vishcha-osvita/zatverdzeni%20standarty/2019/07/12/073-menedzhment-magistr.pdf>.
- Методичні рекомендації до написання та захисту кваліфікаційної роботи для здобувачів вищої освіти спеціальності 073 «Менеджмент» другого магістерського рівня / ЕТІ імені Роберта Ельворті ; уклад.: О.В. Павлова. Кропивницький : ЕТІ імені Роберта Ельворті, 2022. 36 с.
- Данильян О. Г., Дзьобань О. П. Методологія наукових досліджень : підруч. Харків : Право, 2019. 368 с.



## SYLLABUS OF THE DISCIPLINE " STRATEGIC MANAGEMENT OF AN INDUSTRIAL ENTERPRISE "

	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	Selective component (variable)
<b>Information about the teacher</b>		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
PhD in Economics, associate professor O. V. Pavlova, pavlovaolga154@gmail.com		2 <sup>nd</sup> year, 3 <sup>rd</sup> term	4 credits (120 hours), Lectures: full-time – 36 hours (part-time – 8 hours), Practical classes: full-time – 36 hours (part-time – 4 hours), Independent work: full-time – 48 hours (part-time – 108 hours), exam	Ukrainian

<b>Purpose and objectives of the discipline</b>	<b>Content of the discipline</b>
<p><b>The purpose</b> of the discipline is to master the modern theoretical foundations of strategic management and practical skills in making strategic decisions in the process of managing the activities and development of an industrial enterprise.</p> <p>The main <b>objectives</b> of studying the discipline are:</p> <ul style="list-style-type: none"> <li>- to carry out a critical analysis of modern concepts of strategic management of the enterprise;</li> <li>- to reveal approaches to the analysis of the environment of an industrial enterprise, methods of determining its competitiveness;</li> <li>- to determine the methodological principles of formulating the goals of an industrial enterprise;</li> <li>- to characterize the models and methods of developing a system of strategies in the form of a "strategic set", taking into account the chosen policy of doing business within the framework of an effective system of strategic decision-making;</li> <li>- to substantiate the basic requirements for building a system of strategic management of a modern industrial enterprise.</li> </ul>	<p>Topic 1: Introduction to strategic management of an industrial enterprise</p> <p>Topic 2. The process of strategic management of an industrial enterprise: essence and components</p> <p>Topic 3. The environment of the organization and its strategic analysis</p> <p>Topic 4. Formation of strategic goals of the enterprise</p> <p>Topic 5. System of enterprise strategies</p> <p>Topic 6. Methods and tools of portfolio analysis</p>

<b>Integral and general competencies</b>	<b>Special (professional) competencies</b>	<b>Programme learning outcomes</b>
<p>IC The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.</p> <p>GC 6 Ability to generate new ideas (creativity);</p> <p>GC 7 Ability to abstract thinking, analysis and synthesis</p>	<p>SC 1 Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;</p> <p>SC 2 Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans;</p> <p>SC 4 Ability to effectively use and develop the organization's resources;</p> <p>SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>SC 11 The ability to develop and implement appropriate strategies and plans for the development of an industrial enterprise in the conditions of transformations of the business environment</p> <p>SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management</p>	<p>PLO 1 Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;</p> <p>PLO 2 Identify problems in the organization and justify the methods of solving them;</p> <p>PLO 5 Plan the activities of the organization in strategic and tactical sections;</p> <p>PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</p> <p>PLO 13 Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).</p> <p>PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.</p> <p>PLO 15 Ability to think strategically and initiate management at an industrial enterprise</p>

<b>Evaluation of learning outcomes</b>	<b>Learning methods</b>																																																																															
<p>The results of the final (term) control in the form of an exam are evaluated on a 100-point scale (60 points - the maximum number of points for the ongoing control, 40 points - the maximum number of points for the exam) and are translated into a national 5-point grading system ("excellent", "good", "satisfactory", "unsatisfactory with the possibility of retaking" and "unsatisfactory with mandatory re-study of the discipline") and the corresponding ECTS grades ("A", "B", "C", "D", "E", "FX", "F").</p> <p style="text-align: center;">For students of full-time education</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="8">Ongoing assessment and independent work</th> <th rowspan="2">Exam (in the form of testing)</th> <th rowspan="2">Total</th> </tr> <tr> <th colspan="4">Content module 1</th> <th colspan="4">Content module 2</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">←</td><td style="text-align: center;">←</td><td style="text-align: center;">←</td><td style="text-align: center;">MTW1</td> <td style="text-align: center;">←</td><td style="text-align: center;">←</td><td style="text-align: center;">←</td><td style="text-align: center;">MTW2</td> <td></td><td></td> </tr> <tr> <td style="text-align: center;">5</td><td style="text-align: center;">5</td><td style="text-align: center;">5</td><td style="text-align: center;">15</td> <td style="text-align: center;">5</td><td style="text-align: center;">5</td><td style="text-align: center;">5</td><td style="text-align: center;">15</td> <td style="text-align: center;">40</td><td style="text-align: center;">100</td> </tr> <tr> <td colspan="3" style="text-align: center;">30</td> <td></td> <td colspan="3" style="text-align: center;">30</td> <td></td> <td style="text-align: center;">40</td><td style="text-align: center;">100</td> </tr> </tbody> </table> <p>T1, T2... T6 – Content module topics. MTW- intermediate module test work</p> <p style="text-align: center;">For students of part-time education</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Research paper</th> <th>Exam (in the form of testing)</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">60</td> <td style="text-align: center;">40</td> <td style="text-align: center;">100</td> </tr> </tbody> </table>	Ongoing assessment and independent work								Exam (in the form of testing)	Total	Content module 1				Content module 2				←	←	←	MTW1	←	←	←	MTW2			5	5	5	15	5	5	5	15	40	100	30				30				40	100	Research paper	Exam (in the form of testing)	Total	60	40	100	<p>Lectures, presentations, seminars (practical) classes, individual project tasks, solving problem-oriented tasks (cases), tests, brainstorming and other forms of group work, participation in discussions and debates, presentations of the results of completed project tasks and research, independent work, work with notes, scientific and educational literature, information and Internet resources</p> <p style="text-align: center;"><b>Scale of evaluation of the final (term) control: national and ECTS</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Total points for all types of learning activities</th> <th rowspan="2">ECTS grades</th> <th>Evaluation according to the national scale</th> </tr> <tr> <th>For exam</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">90-100</td> <td style="text-align: center;">A</td> <td style="text-align: center;">excellent</td> </tr> <tr> <td style="text-align: center;">82-89</td> <td style="text-align: center;">B</td> <td style="text-align: center;">good</td> </tr> <tr> <td style="text-align: center;">74-81</td> <td style="text-align: center;">C</td> <td></td> </tr> <tr> <td style="text-align: center;">64-73</td> <td style="text-align: center;">D</td> <td style="text-align: center;">satisfactory</td> </tr> <tr> <td style="text-align: center;">60-63</td> <td style="text-align: center;">E</td> <td></td> </tr> <tr> <td style="text-align: center;">35-59</td> <td style="text-align: center;">FX</td> <td style="text-align: center;">unsatisfactory with the possibility of retaking</td> </tr> <tr> <td style="text-align: center;">1-34</td> <td style="text-align: center;">F</td> <td style="text-align: center;">unsatisfactory with mandatory re-study of the discipline</td> </tr> </tbody> </table>	Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale	For exam	90-100	A	excellent	82-89	B	good	74-81	C		64-73	D	satisfactory	60-63	E		35-59	FX	unsatisfactory with the possibility of retaking	1-34	F	unsatisfactory with mandatory re-study of the discipline
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<b>Suggested reading list (basic)</b>
<ol style="list-style-type: none"> <li>1. Ігнат'єва І. А. Стратегічний менеджмент : підруч. 2-ге вид., стереот. Київ : Каравела, 2019. 480 с.</li> <li>2. Сумець О. М. Стратегічний менеджмент : підруч. МВС України, Харків. нац. ун-т внутр. справ, Кременч. льот. коледж. Харків : ХНУВС, 2021. 208 с. ISBN 978-966-610-241-9.</li> <li>3. Буднік М., Курилова Н., Невертій Г. Стратегічне управління. Київ : Кондор. 2019. 292 с.</li> <li>4. Довгань Л. С., Каракай Ю. В., Артеменко Л. П. Стратегічне управління. Київ : Центр навчальної літератури, 2019. 440 с.</li> </ol>