

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL  
SCIENCES OF UKRAINE**  
**Department of Production and Investment Management**

**“CONFIRM”**  
Faculty of Agrarian Management

“15” June 2026 p.

**PROGRAM OF THE COURSE**

**CONTROLLING**

Field of knowledge 07 “Management and Administration”  
Specialty 073 “Management”  
Academic Program “Management”  
Faculty agrarian management  
Developers: As. Professor K.A. Alekseieva, Production and Investment  
Management Department, Doctor of Economic Sciences

Kyiv – 2026

**Description of the academic discipline.** The educational component "Controlling" is core. It is aimed at obtaining the necessary theoretical knowledge and practical skills in the conceptual overview of modern enterprise management based on the latest trends in information and economic development of the enterprise, namely the implementation of a controlling system at the enterprise to achieve its operational and strategic goals. Mastering the course allows applicants to gain knowledge of the concept of controlling and practical skills in using controlling methods in managing enterprises to ensure their profitability and development by making effective management decisions. The course contains information about the budgeting process at the enterprise to substantiate future paths of its development, the basics of controlling investment projects, methodological tools for strategic and operational control.

| Field of Study, Specialty, Academic program, Academic degree        |                  |           |
|---------------------------------------------------------------------|------------------|-----------|
| Academic degree                                                     | Bachelor         |           |
| Specialty                                                           | 073 "Management" |           |
| Academic Program                                                    | Management       |           |
| Characteristics of the course                                       |                  |           |
| Type                                                                | Core             |           |
| Total number of hours                                               | 120              |           |
| Number of ECTS credits                                              | 4                |           |
| Number of content modules                                           | <u>2</u>         |           |
| Term paper                                                          | -                |           |
| Form of assessment                                                  | Exam             |           |
| Indicators of the course for full-time and part-time forms of study |                  |           |
|                                                                     | Form of study    |           |
|                                                                     | Full-time        | Part-time |
| Year of study                                                       | 3                | -         |
| Semester                                                            | 6                | -         |
| Lecture classes                                                     | 30 hours.        | -.        |
| Seminars                                                            | 30 hours         | -         |
| Laboratory                                                          | -                | -         |
| Self-study                                                          | 60 hours.        | -         |
| Hours per week (full-time program)                                  | 4 hours          | -         |

### 1. Purpose, competencies and program learning outcomes of the academic discipline

The purpose of studying the discipline "Controlling" is to obtain the necessary theoretical knowledge and practical skills in the conceptual foundations of modern enterprise management based on the latest directions of information and economic development of the enterprise, namely the implementation of a control system at the enterprise to achieve its operational and strategic goals.

#### List of academic disciplines that precede the study of "Controlling"

Introduction to the specialty, Management, Starting own business

#### Acquisition of competencies:

**integral competence (IC):** The ability to solve complex specialized tasks and practical problems, characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.

**general competencies (GC):**

GC 4 The ability to apply knowledge in practical situations

GC 5 Knowledge and understanding of the subject area and understanding of professional activity.

**special (professional) competencies (SC):**

SC 2. The ability to analyze the results of the organization's activities, compare them with the factors influencing the external and internal environment.

SC 5. The ability to manage the organization and its divisions through the implementation of management functions.

SC 10. The ability to evaluate the work performed, ensure its quality and motivate the organization's personnel.

SC 12. The ability to analyze and structure the organization's problems, form well-founded decisions.

**Program Learning Outcomes (PLO):**

PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

PLO 4. Demonstrate skills in identifying problems and justifying management decisions.

PLO 6. Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.

PLO 8. Apply management methods to ensure the effectiveness of the organization.

**2. Program and structure of the course**

| Names of content modules and topics                                         | Number of hours |                 |           |     |     |      |    |                |           |     |     |     |  |  |
|-----------------------------------------------------------------------------|-----------------|-----------------|-----------|-----|-----|------|----|----------------|-----------|-----|-----|-----|--|--|
|                                                                             | Full-time form  |                 |           |     |     |      |    | Part-time form |           |     |     |     |  |  |
|                                                                             | weeks           | Total classroom | including |     |     |      |    | total          | including |     |     |     |  |  |
| l                                                                           |                 |                 | p         | lab | ind | s/s. | l  |                | p         | lab | ind | s/s |  |  |
| <b>Module 1. "THEORETICAL FOUNDATIONS AND ORGANIZATION OF CONTROLLING"</b>  |                 |                 |           |     |     |      |    |                |           |     |     |     |  |  |
| Topic 1. The essence, necessity and types of controlling                    | 1               | 4               | 2         | 2   |     |      | 6  |                |           |     |     |     |  |  |
| Topic 2. Organization of controlling at the enterprise                      | 2               | 4               | 2         | 2   |     |      | 6  |                |           |     |     |     |  |  |
| Topic 3. Centers of responsibility as an object of controlling              | 3               | 4               | 2         | 2   |     |      | 6  |                |           |     |     |     |  |  |
| Topic 4. Organization of managerial accounting in the system of controlling | 4,5             | 8               | 4         | 4   |     |      | 6  |                |           |     |     |     |  |  |
| Topic 5. System of planning and budgeting at the enterprise                 | 5,6             | 8               | 4         | 4   |     |      | 6  |                |           |     |     |     |  |  |
| Total for module 1                                                          | 58              |                 | 14        | 14  |     |      | 30 |                |           |     |     |     |  |  |
| <b>Module 2 "METHODS AND TOOLS OF CONTROLLING SYSTEM AT THE ENTERPRISE"</b> |                 |                 |           |     |     |      |    |                |           |     |     |     |  |  |
| Topic 6. Economic analysis in controlling                                   | 7,8             | 8               | 4         | 4   |     |      | 6  |                |           |     |     |     |  |  |
| Topic 7. Methodical tools operative controlling                             | 9,10            | 8               | 4         | 4   |     |      | 6  |                |           |     |     |     |  |  |

|                                                                                 |       |   |    |    |   |  |    |  |  |  |  |  |  |
|---------------------------------------------------------------------------------|-------|---|----|----|---|--|----|--|--|--|--|--|--|
| Topic 8. Expert diagnosis of the financial and economic state of the enterprise | 11,12 | 8 | 4  | 4  |   |  | 6  |  |  |  |  |  |  |
| Topic 9. Controlling of investment projects                                     | 13,14 | 4 | 2  | 2  |   |  | 6  |  |  |  |  |  |  |
| Topic 10. Controlling in the system managerial decision- making                 | 15    | 4 | 2  | 2  |   |  | 6  |  |  |  |  |  |  |
| Total for module 2                                                              | 62    |   | 16 | 16 |   |  | 30 |  |  |  |  |  |  |
| Total hours                                                                     | 120   |   | 30 | 30 |   |  | 60 |  |  |  |  |  |  |
| Term paper                                                                      | -     |   | -  | -  | - |  |    |  |  |  |  |  |  |
| Total hours                                                                     | 120   |   | 30 | 30 |   |  | 60 |  |  |  |  |  |  |

### 3. Lecture topics

| N     | Topics                                                                 | Hours |
|-------|------------------------------------------------------------------------|-------|
| 1     | The essence, necessity and types of controlling                        | 2     |
| 2     | Organization of controlling at the enterprise                          | 2     |
| 3     | Centers of responsibility as an object of controlling                  | 2     |
| 4     | Organization of managerial accounting in the system of controlling     | 4     |
| 5     | System of planning and budgeting at the enterprise                     | 4     |
| 6     | Economic analysis in controlling                                       | 4     |
| 7     | Methodical tools operative controlling                                 | 4     |
| 8     | Expert diagnosis of the financial and economic state of the enterprise | 4     |
| 9     | Controlling of investment projects                                     | 2     |
| 10    | Controlling in the system of decision making                           | 2     |
| Total |                                                                        | 30    |

### 4. Topics of practical classes

| N     | Topics                                                                 | Hours |
|-------|------------------------------------------------------------------------|-------|
| 1     | The essence, necessity and types of controlling                        | 2     |
| 2     | Organization of controlling at the enterprise                          | 2     |
| 3     | Centers of responsibility as an object of controlling                  | 2     |
| 4     | Organization of managerial accounting in the system of controlling     | 4     |
| 5     | System of planning and budgeting at the enterprise                     | 4     |
| 6     | Economic analysis in controlling                                       | 4     |
| 7     | Methodical tools operative controlling                                 | 4     |
| 8     | Expert diagnosis of the financial and economic state of the enterprise | 4     |
| 9     | Controlling of investment projects                                     | 2     |
| 10    | Controlling in the system of decision making                           | 2     |
| Total |                                                                        | 30    |

### 5. Self-study work topics

| N | Topics                                          | Hours |
|---|-------------------------------------------------|-------|
| 1 | The essence, necessity and types of controlling | 6     |
| 2 | Organization of controlling at the enterprise   | 6     |

|       |                                                                        |    |
|-------|------------------------------------------------------------------------|----|
| 3     | Centers of responsibility as an object of controlling                  | 6  |
| 4     | Organization of managerial accounting in the system of controlling     | 6  |
| 5     | System of planning and budgeting at the enterprise                     | 6  |
| 6     | Economic analysis in controlling                                       | 6  |
| 7     | Methodical tools operative controlling                                 | 6  |
| 8     | Expert diagnosis of the financial and economic state of the enterprise | 6  |
| 9     | Controlling of investment projects                                     | 6  |
| 10    | Controlling in the system of decision making                           | 6  |
| Total |                                                                        | 60 |

## 6. Methods and diagnostic tools for learning outcomes

- oral or written survey;
- interview;
- testing;
- defense of practical works, projects;

## 7. Methods of teaching:

- problem-based learning method;
- practice-oriented learning method;
- case method;
- project-based learning method;
- research-based learning method;
- discussion-based learning method;
- teamwork, brainstorming method
- gamified learning method.

## 8. Assessment of learning outcomes.

The knowledge of a higher education applicant is assessed on a 100-point scale and is converted into a national assessment in accordance with the current "Regulations on Examinations and Tests at the NUBiP of Ukraine"

### 8.1. Distribution of grades by types of educational activities

| Type of educational activity                                                | Learning outcomes                                                                                           | Assessment |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------|
| <b>Module 1. "THEORETICAL FUNDAMENTALS AND ORGANIZATION OF CONTROLLING"</b> |                                                                                                             |            |
| Lecture 1                                                                   | -                                                                                                           | -          |
| Practical work 1.                                                           | PLO 3 Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership | <b>8</b>   |
| Lecture 2                                                                   | -                                                                                                           | -          |
| Practical work 2.                                                           | PLO 4. Demonstrate skills in identifying problems and justifying management decisions                       | <b>8</b>   |
| Lecture 3                                                                   | -                                                                                                           | -          |

|                                                                                                                                                                   |                                                                                                                                                                                                                                 |            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Practical work 3.                                                                                                                                                 | PLO 8 Apply management methods to ensure the effectiveness of activities organizations                                                                                                                                          | <b>8</b>   |
| Lecture 4                                                                                                                                                         |                                                                                                                                                                                                                                 | -          |
| Practical work 4.                                                                                                                                                 | PLO 3 Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership                                                                                                                     | <b>8</b>   |
| Lecture 5                                                                                                                                                         |                                                                                                                                                                                                                                 | -          |
| Practical work 5.                                                                                                                                                 | PLO 8 Apply management methods to ensure the effectiveness of activities organizations                                                                                                                                          | <b>8</b>   |
| Self-study work 1. The essence of controlling: writing of an abstract<br>Execution of tests 1,2 in Elearn                                                         | PLO 8 Apply management methods to ensure the effectiveness of activities organizations                                                                                                                                          | <b>30</b>  |
| Module work 1.                                                                                                                                                    |                                                                                                                                                                                                                                 | <b>30</b>  |
| <b>Total for module 1</b>                                                                                                                                         |                                                                                                                                                                                                                                 | <b>100</b> |
| <b>Module 2. "METHODS AND TOOLS OF THE CONTROLLING SYSTEM AT THE ENTERPRISE"</b>                                                                                  |                                                                                                                                                                                                                                 |            |
| Lecture 6                                                                                                                                                         |                                                                                                                                                                                                                                 |            |
| Practical work 6.                                                                                                                                                 | PLO 4. Demonstrate skills in identifying problems and justifying management decisions                                                                                                                                           | <b>8</b>   |
| Lecture 7                                                                                                                                                         |                                                                                                                                                                                                                                 |            |
| Practical work 7.                                                                                                                                                 | PLO 6. Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.                                                                                           | <b>8</b>   |
| Lecture 8                                                                                                                                                         |                                                                                                                                                                                                                                 |            |
| Practical work 8.                                                                                                                                                 | PLO 3 Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership                                                                                                                     | <b>8</b>   |
| Lecture 9                                                                                                                                                         |                                                                                                                                                                                                                                 |            |
| Practical work 9.                                                                                                                                                 | PRN 6. Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.                                                                                           | <b>8</b>   |
| Lecture 10                                                                                                                                                        |                                                                                                                                                                                                                                 |            |
| Practical work 10.                                                                                                                                                | PRN 6. Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.<br>PLO 8 Apply management methods to ensure the effectiveness of activities organizations | <b>8</b>   |
| Self-study work 2. Methods and tools for controlling system at the enterprise: preparing of a presentation on one of the offered topics<br>Execution of tests 3,4 | PLO 3 Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership                                                                                                                     | <b>30</b>  |
| Module work 2.                                                                                                                                                    |                                                                                                                                                                                                                                 | <b>30</b>  |
| <b>Total for module 2</b>                                                                                                                                         |                                                                                                                                                                                                                                 | <b>100</b> |

|                             |                                                        |
|-----------------------------|--------------------------------------------------------|
| <b>Educational work</b>     | $(M1 + M2)/2 * 0,7 \leq 70$                            |
| <b>Exam</b>                 | <b>30</b>                                              |
| <b>Total for the course</b> | <b>(Educational work + exam) <math>\leq 100</math></b> |

### 8.1. Scale for assessing of knowledge of a higher education applicant

|                                           |                                         |
|-------------------------------------------|-----------------------------------------|
| Higher education applicant rating, grades | National grading system (exams/credits) |
| 90-100                                    | Excellent                               |
| 74-89                                     | Good                                    |
| 60-73                                     | Satisfactory                            |
| 0-59                                      | Unsatisfactory                          |

### 8.2. Assessment Policy

|                                         |                                                                                                                                                                                                     |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Deadline and resubmission policy</b> | Works submitted after the deadline without good reason will be given a lower grade. Modules can be retaken with the permission of the lecturer if there are good reasons (for example, sick leave). |
| <b>Academic Integrity Policy</b>        | Cheating during tests and exams is prohibited (including using mobile devices). Term papers and essays must have correct text references to the literature used                                     |
| <b>Attendance Policy</b>                | Attendance at classes is mandatory. For objective reasons (e.g. illness, international internship), studies may be conducted individually (online upon agreement with the dean of the faculty).     |

### 9. Educational and methodological support

- - electronic training course of the academic discipline (on the educational portal of the NUBiP of Ukraine eLearn) for English-speaking groups <https://elearn.nubip.edu.ua/course/view.php?id=4889>;
- - electronic training course of the academic discipline (on the educational portal of the NUBiP of Ukraine eLearn) for Ukrainian-speaking groups <https://elearn.nubip.edu.ua/course/view.php?id=2153>
- Shynkaruk L.V., Alekseieva K.A., Vlasenko T.O. Controlling: textbook for students of the specialty 073 "Management". Kyiv: NULES, 2024. 318 p. URL: [https://nubip.edu.ua/sites/default/files/u317/2024\\_controlling.pdf](https://nubip.edu.ua/sites/default/files/u317/2024_controlling.pdf);
- Alekseieva K.A., Vlasenko T.O. Methodical instructions in the course «Controlling» (core component of Academic Programs 073 «Management», «International Business Management) for students of the specialty 073 «Management», degree «Bachelor». Kyiv: NULES of Ukraine, 2026. 101 p. URL: [https://nubip.edu.ua/sites/default/files/rich\\_text\\_files/2026\\_Method%20instr%20Controlling%20Aleks%20Vlas.pdf](https://nubip.edu.ua/sites/default/files/rich_text_files/2026_Method%20instr%20Controlling%20Aleks%20Vlas.pdf)

### 10. Recommended sources of information

1. Alekseieva, K., Gupta, S.K., Ostapchuk, A.D., Kovtun, O., Kostyuk, O. Implementation of Lean Method in Management of the Enterprises of the Agrarian Sector in the Context of Digitalization. In: Alareeni, B. (eds) The Digital Edge: Transforming Business Systems for Strategic Success. Studies in Systems, Decision and Control, vol 604. Springer, Cham. 2025. DOI: [https://doi.org/10.1007/978-3-031-95280-7\\_41](https://doi.org/10.1007/978-3-031-95280-7_41) URL: ; [https://link.springer.com/chapter/10.1007/978-3-031-95280-7\\_41](https://link.springer.com/chapter/10.1007/978-3-031-95280-7_41)

2. Alekseiieva K.A., Reznik N.P., Cherkasov A.V. Ostapchuk A.D. Influence of the Digitalization on Human Development in the Process of Constructing a Welfare Economy. Lecture Notes in Networks and Systems 495 LNNS, 2023. pp. 885–898. DOI: [https://doi.org/10.1007/978-3-031-08954-1\\_74/](https://doi.org/10.1007/978-3-031-08954-1_74/)

3. Behringer S. Financial controlling. Springer. 2023. URL: <https://link.springer.com/book/10.1007/978-3-658-40527-4#bibliographic-information> DOI: <https://doi.org/10.1007/978-3-658-40527-4>

4. Shynkaruk L., Dielini M., Alekseiieva K., Artiukh T., Sukhanova A. Project management: study guide of the specialty 073 “Management”. Kyiv: NULES of Ukraine, 2022. 318 p.

5. Аудитор України URL: <http://www.auditorukr.com.ua/journal/> (дата звернення: 20.05.2026)

6. Алексеєва К.А., Власенко Т.О. Впровадження інноваційних підходів в операційний менеджмент сільськогосподарських підприємств: інтеграція Lean Management та контролінгу. Актуальні проблеми економіки № 5. 2026. URL: [https://eco-science.net/wp-content/uploads/2026/05/5.26.\\_topic\\_Kateryna-Alekseiieva-Tetiana-Vlasenko-25-32.pdf](https://eco-science.net/wp-content/uploads/2026/05/5.26._topic_Kateryna-Alekseiieva-Tetiana-Vlasenko-25-32.pdf)

7. Алексеєва К. А., Остапчук А. Д. КОНЦЕПТУАЛЬНА МОДЕЛЬ ЕКОІННОВАЦІЙ ДЛЯ МАЛИХ ТА СЕРЕДНІХ СІЛЬСЬКОГОСПОДАРСЬКИХ ВИРОБНИКІВ В РАМКАХ ДПП В СУЧАСНИХ УМОВАХ В УКРАЇНІ. Економічна парадигма, (4(108), 2026. С. 212–219. <https://doi.org/10.25313/3083-7782-2026-4-28>

8. Борисенко О. П., Івашова Л. М. Контролінг в органах державної влади і органах місцевого самоврядування: навч. посіб.; Ун-т мит. справи та фінансів. Вид. 4-те, перероб. і допов. Дніпро : УМСФ, 2025. 131 с.

9. Буряк Є. В., Кравчук О. А. Лобунець Т. В. Аналіз сучасних тенденцій автоматизації системи моніторингу результативності менеджменту підприємства. Академічні візії. 2023. № 17 URL: <https://academy-vision.org/index.php/av/article/view/265> (дата звернення: 20.05.2026)

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11. Все про бухгалтерський облік. Всеукраїнська професійна газета URL: <http://www.vobu.com.ua/> (дата звернення: 20.05.2026)

12. Гороімчук С. М. Контролінг як інструмент підвищення конкурентноспроможності підприємства. Інклюзивний розвиток національної економіки: глобальні тенденції, можливості України та роль агропродовольчого сектору, досвід і співпраця з ЄС. Зб. матеріалів X міжнар.

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