ACCOUNTING

Department of Accounting and Taxation

Faculty of Economics
Specialty 073 Management

Lecturer	**Olena KOLESNIKOVA**
Term	**2, semester 4**
Major	**Bachelor**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**60 hours (of them: lectures – 30 hours, practical classes – 30 hours)**

Subject overview

The purpose of this course "Accounting" is forming of the system of theoretical knowledge and practical skills from the accounting of financially economic operations of all industries of economy. Course objectives is: - study of methods and rational organization of accounting in enterprises on the basis of progressive forms use and standards; - acquisition of skills of processing and use of accounting information in management. Acquisition of Integral and general competencies: the ability to solve complex specialized tasks and practical problems in the economic sphere, which are characterized by the complexity and uncertainty of the conditions applied to the theory and methods of economic science; the ability to abstract thinking, analysis and synthesis; ability to apply knowledge in practical situations; skills in using information and communication technologies; the ability to search, process and analyze information from various sources; the ability to make informed decisions.

Lectures:

1. General description and functions of economic accounting.
2. Object and method of accounting.
3. Accounts of accounting and double record.
4. Accounting balance sheet.
5. Documenting and Inventorying as elements of accounting method.
6. Estimation and Costing.
7. Registers and Forms of accounting.
8. Cash accounting and Accounting of financial investments.
9. Accounting of current assets.
10. Accounting of non-current assets.
11. Accounting of long-term and current liabilities.
12. Labor Accounting and its taxation.
13. Accounting of Equity and providing of next charges andpayments.
14. Accounting of cost, incomes, and financial results.
15. Financial reporting: an order of drafting and presentation.

Practical classes:

1. General description and functions of economic accounting.
2. Object and method of accounting.
3. Accounts of accounting and double record.
4. Accounting balance sheet.
5. Documenting and Inventorying as elements of accounting method.
6. Estimation and Costing.
7. Registers and Forms of accounting.
8. Cash accounting and Accounting of financial investments.
9. Accounting of current assets.
10. Accounting of non-current assets.
11. Accounting of long-term and current liabilities.
12. Labor Accounting and its taxation.
13. Accounting of Equity and providing of next charges and payments.
14. Accounting of cost, incomes, and financial results.
15. Financial reporting: an order of drafting and presentation.

APPLIED MODELING
(Part 1 "Econometrics")

Department of Statistics and Economic Analysis

Faculty of Agrarian Management

Lecturer	**Lesia Voliak – Associate Professor, Ph.D. of Economics, Department of Statistics and Economic Analysis**
Term	**Year of study 2, Semester 4**
Major	**Bachelor degree**
ECTS credits	**5 (2.5)**
Control	**Exam**
Class-room hours	**150 (75) hours (of them: lectures – 15 hours, practical or laboratory classes – 30 hours)**

Subject overview

Econometric models and methods are applied in the daily practice of virtually all disciplines in business and economics like finance, marketing, microeconomics, and macroeconomics. Decision making in business and economics is often supported by the use of quantitative information. Econometrics is concerned with summarizing relevant data information by means of a model. Such econometric models help to understand the relation between economic and business variables and to analyse the possible effects of decisions.

Econometrics is an interdisciplinary discipline. This discipline uses insights from economics and business in selecting the relevant variables and models, it uses computer science methods to collect the data and to solve econometric models, and it uses statistics and mathematics to develop econometric methods that are appropriate for the data and the problem.

Applied practical skills will be developed during the study of the discipline with the use of information technology tools (MS Excel, SPSS, Gretl etc.), acquiring the skills of the use econometric research methods.

Lectures:

1. Subject, methods and objectives of discipline.
2. Methods of the general linear model.
3. Multicollinearity and its impact on the estimation of the model parameters.
4. Generalized least squares.
5. Econometric model of the dynamics.
6. Empirical methods of quantitative analysis based on statistical equations.
7. Autocorrelation and its impact on the estimation of the model parameters.
8. Methods of instrumental variables.
9. Distributed lag models.
10. Econometric models on the basis of system structural equations.
11. Econometric modeling based on nonlinear regression.

Classes:

(practical, laboratory classes)

1. Subject, methods and objectives of discipline.
2. Methods of the general linear model.
3. Multicollinearity and its impact on the estimation of the model parameters.
4. Generalized least squares.
5. Econometric model of the dynamics.
6. Empirical methods of quantitative analysis based on statistical equations.
7. Autocorrelation and its impact on the estimation of the model parameters.
8. Methods of instrumental variables.
9. Distributed lag models.
10. Econometric models on the basis of system structural equations.
11. Econometric modeling based on nonlinear regression.

APPLIED MODELING
(Part 1 "Economic Mathematical Modeling")

Department of Economic Cybernetics

Faculty of Information Technologies
Specialty 073 Management

Lecturer	**Liudmyla Galaieva, Associate Professor, Ph.D. in Economics, Department of Economic Cybernetics**
Term	**Academic year – 2; semester – 4**
Major	**Bachelor degree**
ECTS credits	**5(2,5)**
Control	**Exam**
Class-room hours	**45 hours (of them: lectures – 15 hours, practical classes – 30 hours)**

Subject overview

Educational discipline "Applied Modeling": "Economic-Mathematical Modeling" belongs to the cycle of disciplines that form the profile of a future specialist, equip them with basic knowledge of the theory and practice of applying economic-mathematical methods and models, since economic systems cannot be effectively studied without using modern theoretical methods and practical experiment.

The purpose of studying this course is to form modern thinking in future specialists and provide them with a system of fundamental theoretical knowledge on modeling and application of economic and mathematical methods and models; applied practical skills in using information technology tools (in particular, MS Excel, etc.); acquiring the skills of research and analysis of economic processes and phenomena for making effective management decisions.

The task of studying the discipline is the theoretical and practical training of students regarding the methodology and methods of researching economic processes and phenomena using the tools of economic and mathematical modeling.

Lectures:

1. Bases of Economic Mathematical Modeling. The main concepts of Optimization Models and Methods.
2. Linear Programming. Methods for solving Linear Programming Problems.
3. Special Methods.
4. Nonlinear Programming Problems.
5. The System of Models in Agriculture.
6. Some sections of modeling (Risk, Financial etc.)
7. Inventory Management Models.

Practical classes:

1. Formalization of Optimization Models. Solver Package in MS Excel.
2. Graf and Simplex Methods. Dual Problem.
3. Transportation Problem, Integer Problems, Simulation Modeling.
4. Nonlinear Programming Problems (methods and models).
5. The System of Models in Agriculture.
6. Risk Models, Financial Models.
7. Inventory Management Models.

BUSINESS ANALYSIS

Department of Administrative Management and International Activity

Faculty of Agrarian Management

Lecturer	**Olekcii Kalivoshko**
Term	**4**
Major	**Bachelor or Master degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**60 hours (of them: lectures – 30 hours, practical or laboratory classes – 30 hours)**

Subject overview

The necessity of studying the discipline "" is driven by the fact that the development of the economic infrastructure of Ukraine requires adequate qualitative and quantitative assessments, which are determined by the specifics of the cyclical dispositions of modern economic systems. A scientific understanding of this issue is an essential component of the formation of professional economic and managerial knowledge for students pursuing a bachelor's degree in the field of 07 "Management and Administration," specializing in 073 "Management."

The dynamics of the domestic economy and its further integration into the global context according to its requirements, as well as the optimal alignment of interests of all economic system subjects, should be ensured by effectively functioning types, forms, and methods of business process evaluation. Qualitative shifts in the development of the Ukrainian economy are impossible without changes in the existing priorities in the state's relevant policies, as well as the positive influence of governmental institutions performing regulatory functions and stimulating the development of innovative management methods in general and business analysis in particular.

Lectures:

1. Concept of Business Analysis.
2. Place and Role of Business Analysis in Management Systems.
3. Business Analysis Management in Organizations.
4. Essence and Forms of Business Process Analysis.
5. Business Process Analysis.
6. Criteria for Business Process Optimization.
7. Analysis of Internal Environment of Institutions and Organizations.
8. Management and Analysis of Requirements.
9. Analysis of External Environment of Institutions and Organizations.
10. Analysis of Financial Markets.
11. Analysis of Credit Markets.

12. Analysis of Stock Markets.
13. Analysis of Currency Markets.
14. Analysis of Insurance Markets.
15. Analysis of Investment Projects.

Classes:

(practical, laboratory classes)

1. Directions of Business Analysis Application in Organizations.
2. Place and Role of Business Analysis in Management Systems.
3. Forms of Business Analysis Management in Organizations.
4. Forms of Business Process Analysis.
5. Methodologies of Business Process Analysis.
6. Criteria for Business Process Optimization.
7. Types of Analysis of the Internal Environment of Institutions and Organizations.
8. Management and Analysis of Requirements.
9. Methodologies of Analysis of the External Environment of Institutions and Organizations.
10. Types of Analysis of Financial Markets.
11. Specifics of Credit Market Analysis.
12. Specifics of Stock Market Analysis.
13. Specifics of Currency Market Analysis.
14. Specifics of Insurance Market Analysis.
15. Forms of Analysis of Investment Projects.

BUSINESS PROTOCOL AND NEGOTIATIONS

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**Ivan Mishchenko Associate Professor, Ph.D. of Economics Department of Administrative Management and Foreign Economic Activity**
Term	**Year of study 2, Semester 4**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**60 hours (of them: lectures – 30 hours, practical – 30 hours)**

Subject overview

The subject of the course "Business Protocol and Negotiations" offers to study approaches to various situations of communication between partners in the business world. It covers a wide range of issues – from formal and informal communication situations to professional image and cross-cultural management, introducing protocol requirements and rules of etiquette. The discipline has been prepared taking into account students' knowledge of the basic concepts and concepts of management, the basics of foreign trade, marketing and marketing of foreign trade. The subject of the discipline is protocol requirements and etiquette rules of business communication. Students who master the proposed discipline will be able to feel confident in the environment of both domestic and global business. It will give them the necessary understanding of all the nuances of dealing with colleagues, clients and partners, which, in turn, will have a direct impact on the image, reputation, and ultimately on the financial results.

Lectures:

1. Protocol and communication in business.
2. Establishing contact with a foreign partner.
3. Business, etiquette.
4. Business aspects of the organization of interaction.
5. Business corporate culture.
6. Technology of business communication.
7. The image of a business person.
8. National features of business communication.
9. Negotiations strategies, planning and dynamics.
10. International business behavior.

Practical classes:

1. Protocol and communication in business.
2. Establishing contact with a foreign partner.
3. Business, etiquette.
4. Business aspects of the organization of interaction.
5. Business corporate culture.
6. Technology of business communication.
7. The image of a business person.
8. National features of business communication.
9. Negotiations strategies, planning and dynamics.
10. International business behavior.

COMMUNICATIVE MANAGEMENT

Department of Management named after Prof. J.S. Zavadskyi

Faculty of Agrarian management

Lecturer of the course	**Reznik Nadiia P., doctor of economics, professor of the department of management named after professor J.S. Zavadskyi**
Term	**Academic year 3, semester 6**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**120 hours**

Subject overview

The educational component «Communication Management» is mandatory (general training cycle).

The course «Communication management» is part of a series of disciplines that form general competencies, educational and professional training programs for specialists of the first (bachelor's) level in the specialty 073 «Management».

The purpose of the discipline: to form in students majoring in «Management» a holistic view of the essence of communicative management as a universal activity for the study, design, formation and development of communication systems.

Within the framework of the discipline the categorical-conceptual apparatus of the problems of communicative management is considered; basic theories and concepts of human interaction in the organization, including issues of management, ethics of business communications, principles and methods of organization of business communications including with use of modern means of communication, methods of conducting business conversation, business negotiations; technologies and tools of communicative management; essence, content, purpose of image-making; communicative technologies for building a personal and organizational brand.

Lectures:

1. Introduction to communication management.
2. The essence and concept of information and communication in management.
3. Means and barriers of communication in management.

4. Professional communication. Communication as a tool of professional activity.

5. Business communications as a tool of professional activity. Leadership.

6. Conflict and transactional analysis.

7. Integrated communications.

8. Features of communication management at different levels of the of the organizational environment.

9. Technologies and tools of communicative management.

Classes:

1. Typological models of communicative management.

2. The essence and concept of information and communication in management.

3. Means and barriers of communication in management.

4. Communicative technologies for building a personal and organizational brand.

5. Image-making: essence, content, purpose.

6. Business communications as a business process.

7. Ethics of business communication.

8. Research methods in communicative management.

9. Directions of applied application of communicative management.

CONTROLLING

Department of Production and Investment Management

Faculty of Agrarian Management

Lecturer	**Kateryna Alekseieva**
Term	**6**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**60 hours (of them: lectures – 30 hours, practical classes – 30 hours)**

Subject overview

The course is aimed at obtaining the necessary theoretical knowledge and practical skills on the conceptual overview of modern enterprise management on the basis of the latest directions of information and economic development of the enterprise, namely the introduction of the controlling system at the enterprise to achieve its operational and strategic goals. Possessing the course lets the students get knowledge of the concept of controlling and obtain practical skills of using controlling techniques in management of enterprises to ensure their profitability and development through the adoption of effective management decisions. The course contains information on the process of budgeting at the enterprise to substantiate the future ways of its development, bases for controlling investment projects, methodical tools for strategic and operational control.

Lectures:

1. The essence, necessity and types of controlling.
2. Organization of controlling at the enterprise.
3. Centers of responsibility as an object of controlling.
4. Organization of managerial accounting in the system of controlling.
5. System of planning and budgeting at the enterprise.
6. Economic analysis in controlling.
7. Methodical toolkit of operative controlling.
8. Expert diagnostic of economic and financial state of the enterprise.
9. Controlling of investment projects.
10. Controlling in the system of decision making.

Practical classes:

1. The essence, necessity and types of controlling.
2. Organization of controlling at the enterprise.
3. Centers of responsibility as an object of controlling.
4. Organization of managerial accounting in the system of controlling.
5. System of planning and budgeting at the enterprise.
6. Economic analysis in controlling.
7. Methodical toolkit of operative controlling.
8. Expert diagnostic of economic and financial state of the enterprise.
9. Controlling of investment projects.
10. Controlling in the system of decision making.

CUSTOMS REGULATION OF FOREIGN ECONOMIC OPERATIONS

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**PhD, Ass. Prof. Oleksandr FAICHUK**
Term	**4**
Major	**Bachelor or Master degree**
ECTS credits	**7**
Control	**Exam**
Class-room hours	**210 hours (of them: lectures – 45 hours, practical or laboratory classes – 45 hours)**

Subject overview

In terms of political and socio-economic instability in Ukraine, the issue of state regulation of foreign economic activity, which is carried out in the form of customs regulation, is of great importance. Solving the problems of customs regulation of foreign economic activity must begin with understanding the essence of customs regulation, researching the current state of problems in its development and providing proposals for improving customs regulation, which is the subject of study of the discipline "Customs Regulation of Foreign Economic Operations".

The purpose of the discipline "Customs Regulation of Foreign Economic Operations" is to form students' understanding of the rules and principles of implementing customs policy and the system of theoretical and practical knowledge regarding the application of tools and technologies of customs regulation of export-import operations.

Lectures:

1. Theoretical principles of functioning and evolution of the customs and tariff system of Ukraine.
2. Mechanism of functioning of the tariff system of the country.
3. Customs value as the basis of customs taxation.
4. Customs payments as the main instruments of customs taxation.
5. Customs clearance of goods during foreign economic transactions.
6. System of customs control of goods moving across the customs border of Ukraine.
7. The role of the commodity nomenclature of foreign exchange in the system of customs regulation.
8. Customs statistics.

Classes:

(practical, laboratory classes)

1. Theoretical principles of functioning and evolution of the customs and tariff system of Ukraine.
2. Mechanism of functioning of the tariff system of the country.
3. Customs value as the basis of customs taxation.
4. Customs payments as the main instruments of customs taxation.
5. Customs clearance of goods during foreign economic transactions.
6. System of customs control of goods moving across the customs border of Ukraine.
7. The role of the commodity nomenclature of foreign exchange in the system of customs regulation.
8. Customs statistics.

ECONOMIC INFORMATICS

Department of Economic Cybernetics

Faculty of Information Technologies
Specialty 073 Management

Lecturer	
Term	**1**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**120 hours (of them: lectures – 15 hours, laboratory classes – 45 hours)**

Subject overview

The course "Economic Informatics" aims to introduce students to the fundamental principles and methodologies of utilizing contemporary information technologies to address economic challenges. Its primary objective is to cultivate among future professionals a requisite level of information literacy and computer proficiency, enabling them to acquire practical skills in PC operation and leverage modern IT tools for problem-solving in both academic and professional contexts within their respective fields. Proficiency in navigating personal computer systems, including familiarity with operating systems and key software applications such as MS Word, MS PowerPoint, MS Excel, and online platforms, is essential for enhancing the efficiency and effectiveness of students' performance in their future roles.

Lectures:

1. Theoretical basics of economic informatics.
2. Basics of working with business documentation.
3. Visualization of information and basics of working with computer graphics.
4. Presentation and visualization of economic information in MS Excel.
5. Using spreadsheet functions for data analysis.
6. Tools for consolidation and analysis of economic data in MS Excel.

Laboratory classes:

1. Hardware of the modern personal computers.
2. Software of the modern personal computers.
3. Network office. Working with Google Apps.
4. Document formatting: working with tables.
5. Basics of working with text documents. Creating formulas, graphs in MS Word.
6. Work with charts and drawings in MS Word.
7. Automatic formatting of large documents. Document structure.
8. Create a presentation of scientific work in MS PowerPoint.
9. Creation of advertising and illustrative material for printing by means of MS Publisher.
10. Basics of bitmap graphics.
11. Creating and formatting tables in MS Excel.
12. Creating complex charts and diagrams.
13. Working with the AutoFill and AutoSum tools.
14. Working with different workbooks and sheets in MS Excel.
15. Logical functions of the MS Excel spreadsheet.
16. Financial functions of the MS Excel spreadsheet.
17. Data rows and forecasting tools in MS Excel.
18. Pivot tables in MS Excel.
19. Add-on for "Data Analysis" and the "Solver" tool in MS Excel.

ECONOMICS: MACROECONOMICS

Department of Economic theory

Faculty of Agrarian Management

Lecturer	**Inna Gushcha**
Term	**Academic year: 1, semester: 2**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**90 hours (of them: lectures – 45 hours, practical or laboratory classes – 45 hours)**

Subject overview

"Economics: macroeconomics" is a discipline whose purpose is to form a system of knowledge about the mechanism of functioning and development of the national economy based on macroeconomic theories, models and concepts. This course is aimed at studying the theoretical foundations and tools of macroeconomic analysis (analysis of the state of the national economy and its external relations), the theory of the functioning and development of macroeconomic systems, the acquisition of skills in the construction and analysis of macroeconomic models, the formation of comprehensive knowledge about the formation of an effective mechanism of macroeconomic policy, and as well as developing the ability to apply the acquired knowledge in practical activities. Competencies of the educational programme: studying the course provides an opportunity to acquire fundamental theoretical and practical knowledge regarding the theory and methodology of research into the structural features and regularities of the functioning of the economic system; analysis of macroeconomic phenomena and processes; construction of models of optimal economic growth and macroeconomic balance; evaluation of the effectiveness of macroeconomic policy; tools for solving the problems of the modern economy at the macro level; methods of solving problems of macroeconomic instability.

When teaching an academic discipline, the main attention is paid to achieving a synthesis of theory and practice, which contributes to students' mastery of certain competencies.

Lectures:

1. Macroeconomics as science.
2. Topic 2. Macroeconomic indicators and their measurement.
3. Inflation and anti-inflation policy.

4. Model of aggregate demand and aggregate supply
5. Classical model of macroeconomic equilibrium.
6. Keynesian model of macroeconomic equilibrium.
7. Fiscal policy.
8. Monetary policy.
9. National market equilibrium in the IS-LM model.
10. Labour-market and social policy.
11. Cyclical fluctuations and economic growth
12. Mechanism of foreign economic activity

Classes:

(practical, laboratory classes)

1. Macroeconomics as science.
2. Topic 2. Macroeconomic indicators and their measurement.
3. Inflation and anti-inflation policy.
4. Model of aggregate demand and aggregate supply
5. Classical model of macroeconomic equilibrium.
6. Keynesian model of macroeconomic equilibrium.
7. Fiscal policy.
8. Monetary policy.
9. National market equilibrium in the IS-LM model.
10. Labour-market and social policy.
11. Cyclical fluctuations and economic growth.
12. Mechanism of foreign economic activity.

ECONOMICS: MICROECONOMICS

Department of Economic Theory

Faculty of Agrarian Management

Lecturer	**PhD Vlasenko Yurii**
Term	**I-II semester**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**90 hours (of them: lectures – 45 hours, practical classes – 45 hours)**

Subject overview

Economics is the study of tradeoff decisions such as these – which course to take, economics or psychology; which decision to make in the mornings, sleeping in or coming to class; which car to buy, Honda or Ford. Economics recognizes that we face limited opportunities and limited time and that we must, at some point, make tradeoff decisions that affect our everyday lives. How do we approach such difficult choices?

Economics: Microeconomics, in particular, is the study of how households and firms make these types of decisions. This course is an introduction into the kind of thinking that makes internal tradeoff decisions explicit. We will focus on gaining a sound understanding of the essential tools necessary to appropriately analyze basic microeconomic models – but applied contexts will never be far behind. You will leave this course with a better understanding of the economic way of thinking when approaching the difficult decisions that must be made every day. Most importantly, this course will present you with a method for understanding contemporary policy issues that will lead to clearer, more objective thinking.

Course Objective: Microeconomics is the first subject of the training cycle in Economic Theory. Its importance and, at the same time, complexity arises from the fact that it is the first time the student becomes familiar with current economic models. Over the course the student will learn to formalize economic phenomena and gain an understanding of their workings. The course covers the basic economic models of consumer theory, production theory, and partial equilibrium. To provide a thorough introduction to economic theory. Starting from the basic ideas of tradeoffs, opportunity cost, and the benefits of trade, we will study how the market forces of supply and demand cause prices to be what they are. We will see the sense in which market economies are efficient, and the way governments can make our economy less or more efficient. We will delve behind the supply curve to see how firms choose their production levels to maximize profits, culminating in the model of perfect competition. Time permitting, we will look at market failures such as imperfect competition (monopoly and oligopoly) and externalities.

Lectures:

1. An overview of the market economy and method of microeconomics.
2. Demand, Supply and Price.
3. Elasticity of the demand and supply.
4. Consumer’s behavior.
5. Individual and market demand.
6. Production.
7. Costs.
8. Perfect competitive market.
9. Monopoly.
10. Market of Monopolistic Competition.
11. Oligopoly.
12. The Demand for Factors of Production.
13. Labor market.
14. Capital market.
15. General Equilibrium and Economic Efficiency.
16. Externalities.
17. Public Goods and Common Resources.

Practical classes:

1. An overview of the market economy and method of microeconomics.
2. Demand, Supply and Price.
3. Elasticity of the demand and supply.
4. Consumer’s Behavior.
5. Individual and market demand.
6. Production.
7. Costs.
8. Perfect competitive market.
9. Monopoly.
10. Market of Monopolistic Competition.
11. Oligopoly.
12. The Demand for Factors of Production.
13. Labor market.
14. Capital market.
15. General Equilibrium and Economic Efficiency.
16. Externalities.
17. Public Goods and Common Resources.

FINANCE, MONEY AND CREDIT

Department of Banking and Insurance

Faculty of Agrarian Management

Lecturer	**L. Avramchuk, O. Faychuk, PhD, Associate Professor**
Term	**3 Semester**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**120 hours (of them: lectures – 15hours, practical or laboratory classes – 15 hours)**

Subject overview

The increase in the role of money and credit is due to the development of the market economy. Taking into account the laws of the functioning of money and the money market, banks, and the banking system, the economic policy of the state in general and the monetary policy of the central bank in particular are formed. The effective work of a financier is impossible without a thorough knowledge of the laws and prospects for the development of the monetary and credit sphere.

The purpose of studying the discipline is to provide students with knowledge of the theory of money and credit, the laws of the functioning of the money market as the theoretical basis of the state monetary policy and the development of the banking system, to form skills and consolidate the skills of organizing money circulation and the functioning of the credit market. The content of the course "Money and credit" is built on the basis of the synthesis of scientific assets of world theoretical thought with generalizations of the latest economic practices of different countries, as well as processes characterizing the formation of monetary, currency and credit relations in the economy of Ukraine. Students will be able to apply the acquired knowledge about economic relations related to the circulation of money, including as a means of circulation and credit relations in the modern economy, in their further professional activities.

Lectures:

1. Necessity, essence and evolution of money. Functions of money. Types of money and their value
2. Monetary turnover: structure and laws of its regulation.
3. Money market: the features of its functioning and stabilization Monetary systems, their elements and types.
4. Inflation: the nature, causes, types, ways of overcoming.

5. Credit: forms and types.

6. Essence of finance, their functions and role in society Financial system and financial policy.

7. Public finances, budget and budget system.

8.Household finances.

Classes:

(practical, laboratory classes)

1. Necessity, essence and evolution of money. Functions of money. Types of money and their value.

2. Monetary turnover: structure and laws of its regulation.

3. Money market: the features of its functioning and stabilization Monetary systems, their elements and types.

4.Inflation: the nature, causes, types, ways of overcoming.

5. Credit: forms and types.

6. Essence of finance, their functions and role in society Financial system and financial policy.

7. Public finances, budget and budget system.

8. Household finances.

FOREIGN ECONOMIC ACTIVITY OF THE ENTERPRISE"

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**Ivan Mishchenko Associate Professor, Ph.D. of Economics Department of Administrative Management and Foreign Economic Activity**
Term	**Year of study 3, Semester 5**
Major	**Bachelor degree**
ECTS credits	**6**
Control	**Exam**
Class-room hours	**90 hours (of them: lectures – 45 hours, practical – 45 hours)**

Subject overview

"Foreign Economic Activity of the Enterprise" as an academic discipline provides an opportunity to to form theoretical knowledge and develop practical skills in mastering the international aspects of the enterprise and to acquire skills of future specialists in the field of foreign economic activity.

The study of the discipline "Foreign Economic Activity of the Enterprise" will help to improve the level of general economic training of specialists, the formation of their skills of scientific and analytical study of the problems of foreign economic activity development from the point of view of the interests of foreign economic entities, provides an opportunity to master theoretical approaches to the analysis and evaluation of the effectiveness of foreign economic activity, gives grounds to form students' skills and practical skills of using the acquired knowledge in the practice of foreign economic activity of enterprises. The purpose of the discipline is to provide students with systematic theoretical knowledge of objective laws, conditions, processes and specific features of foreign economic activity of an enterprise, as well as to acquire skills of their practical use.

The objectives of the course are to study the mechanisms of regulation of foreign economic activity, tools for researching foreign markets in order to select them, ways to enter foreign markets, peculiarities of international commodity and pricing policy, mastering the methodological principles of international contractual activity, specifics of currency, customs and tax regulation of such activity.

Lectures:

1. Foreign economic activity and its role in the development of the national economy.
2. Foreign economic activity and its role in the development of the national economy.
3. Theoretical and methodological foundations of foreign economic activity development. Evolution of views on foreign economic activity.
4. The system of regulation of foreign economic activity in Ukraine.
5. Customs and tariff regulation of foreign economic activity.
6. Non-tariff regulation of foreign economic activity.
7. Taxation of foreign economic activity8. Forms of entering foreign markets.
9. Trade and intermediary activities in the foreign market.
10. Counter trade in the field of foreign economic activity.
11. Lease operations as a type of foreign economic activity.
12. Pricing in the foreign economic activity of the enterprise.
13. Foreign economic contracts: types, structure, content.
14. Basic terms of supply of goods.

Practical classes:

1. Foreign economic activity and its role in the development of the national economy.
2. Foreign economic activity and its role in the development of the national economy.
3. Theoretical and methodological foundations of foreign economic activity development. Evolution of views on foreign economic activity.
4. The system of regulation of foreign economic activity in Ukraine.
5. Customs and tariff regulation of foreign economic activity.
6. Non-tariff regulation of foreign economic activity.
7. Taxation of foreign economic activity.
8. Forms of entering foreign markets.
9. Trade and intermediary activities in the foreign market.
10. Counter trade in the field of foreign economic activity.
11. Lease operations as a type of foreign economic activity.
12. Pricing in the foreign economic activity of the enterprise.
13. Foreign economic contracts: types, structure, content.
14. Basic terms of supply of goods.

FOREIGN ECONOMIC COMMERCIAL ACTIVITY

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**Ivan Mishchenko, Associate Professor, Ph.D. of Economics Department of Administrative Management and Foreign Economic Activity**
Term	**Year of study 4, Semester 8**
Major	**Bachelor degree**
ECTS credits	**6**
Control	**Exam**
Class-room hours	**90 hours (of them: lectures – 24 hours, practical – 24 hours)**

Subject overview

The purpose of studying the discipline "Foreign Economic Commercial Activity" is to provide students with knowledge of objective laws, real processes and specific features of the organization and technique of foreign economic commercial operations, as well as skills of their practical application.

The objectives of the discipline are: to provide students with an understanding of the theoretical provisions of foreign economic activity; to familiarize students with the classification, content and specifics of foreign economic commercial transactions; to substantiate the structure and content of a foreign trade contract; to outline the obligations of counterparties and the sequence of their actions when concluding international commercial transactions, taking into account international rules and regulations; to familiarize students with the peculiarities of international commercial settlements in foreign economic operations; to develop students' understanding of the methods of feasibility study of foreign economic operations and determine the characteristics of each type; to teach students the ability to analyze the state of organization of transport and apply international trade terms "INCOTERMS – 2020".

Lectures:

1. International commercial transactions: essence, content and types.
2. Selection and study of partners when entering foreign markets.
3. Marketing research of the foreign market.
4. Preparation of international trade agreements, analysis and calculation of contract prices.

5. Evaluation of the effectiveness of foreign economic operations.
6. Peculiarities of concluding foreign trade contracts.
7. Transportation support of foreign trade transactions.
8. Registration of foreign economic activity.
9. Customs clearance of foreign economic activity.
10. International commercial settlements.

Practical classes:

1. International commercial transactions: essence, content and types.
2. Selection and study of partners when entering foreign markets.
3. Marketing research of the foreign market.
4. Preparation of international trade agreements, analysis and calculation of contract prices.
5. Evaluation of the effectiveness of foreign economic operations.
6. Peculiarities of concluding foreign trade contracts.
7. Transportation support of foreign trade transactions.
8. Registration of foreign economic activity.
9. Customs clearance of foreign economic activity.
10. International commercial settlements.

HIGHER MATHEMATICS

Department of Higher and Applied Mathematics

Faculty of Agrarian Management

Lecturer	**Andrii Shydlich**
Term	**Academic year: I, semester: I**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**60 hours (of them: lectures – 15 hours, practical or laboratory classes – 45 hours)**

Subject overview

"Higher mathematics" is a basic discipline necessary for the development of students' intelligence and the development of their abilities for logical and algorithmic thinking, self-study skills. The goal of the discipline is to master the mathematical apparatus necessary for analysis, modeling and solving theoretical and practical problems in the managerial activities of the future manager. The main tasks are: mastering the basics of mathematical apparatus, necessary for solving theoretical and practical management problems, the ability to independently find, study and apply scientific literature and other sources on higher mathematics, developing skills in mathematical research of applied problems, namely the ability to translate a specific management problem into mathematical language with the subsequent construction of its mathematical model, mastering the methods of processing and analyzing the results obtained during the study of the developed mathematical models.

Lectures:

1. Determinants.
2. Matrices.
3. Systems of linear equations, their application in solving economic and management tasks.
4. Linear economic models: Leontiev model (balance analysis), model of equilibrium prices.
5. Linear economic models: linear model of equilibrium trade.
6. Application of functions in economic theory.
7. Limit of a function.
8. Continuity of function.
9. Derivative and diferential of a function.
10. Using the derivative to study a function when solving problems of an economic and managerial nature.
11. Definition of antiderivative and indefinite integral.
12. Definite integral.

13. Application of the definite integral to geometric and economic problems.
14. Definition of a differential equation of the first order.
15. Linear differential equations of the second order with constant coefficients.

Classes:

(practical, laboratory classes)

1. Determinants of the second and third orders. Sarrus (triangle) rule.
2. Properties of determinants. Determinants of the n-th order. Calculation of determinants.
3. Matrices. Types of matrices. Linear operations on matrices.
4. Nonlinear operations on matrices: matrix multiplication and raising to a degree.
5. Rank of the matrix.
6. Inverse matrix. Algorithm for finding the inverse matrix.
7. Systems of linear equations, their application in solving economic and management tasks.
8. Solving systems of linear equations by Cramer's method.
9. Matrix form and method for solving the system of linear equations.
10. Solving of a system of linear equations by the Gauss method.
11. Criterion (Kronecker-Capelli) of compatibility and definiteness of systems of linear equations.
12. Linear economic models: Leontiev model (balance analysis).
13. Linear economic models: model of equilibrium prices.
14. Linear economic models: linear model of equilibrium trade.
15. Application of functions in economic theory.
16. Limit of a sequence. Properties of limits.
17. Limit of a function. Properties of limits.
18. The first important limit and its applications.
19. The second important limit and its applications.
20. Continuity of function. Points of discontinuity.
21. Derivative of a function.
22. Rules of differentiation.
23. Diferential of a function and its applications.
24. Using the derivative to study a function when solving problems of an economic and managerial nature.
25. Definition of antiderivative and indefinite integral.
26. Method of change of variables.
27. Method of integration by parts for calculating integrals.
28. Definite integral.
29. Calculation of a definite integral. Newton-Leibniz formula.
30. Application of the definite integral to geometric and economic problems.
31. Definition of a differential equation of the first order.
32. Linear differential equations of the second order with constant coefficients.

HUMAN RESOURCES MANAGEMENT

Department of Management named after Prof. J.S. Zavadskyi

Faculty of Agrarian Management

Lecturer	**Vitalii Vakulenko**
Term	**Academic year: 3, semester: 6**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Credit**
Classroom hours	**60 hours (of them: lectures – 30 hours, practical or laboratory classes – 30 hours)**

Subject overview

The goal of the educational discipline “Human Resources Management” is to form in future specialists a modern managerial thinking and a system of theoretical knowledge and practical skills in the implementation of human resources management. The tasks of the educational discipline are theoretical and practical training of the applicants of higher education on issues of formation the human resource policy and human resources management system of the organization; application of modern approaches to determining the need for human resources, organization of recruitment and selection of employees for positions and formation of a successful team; evaluation and professional development of employees, purposeful use of their potential.

Lectures:

1. Human resources management in the management system of organizations.
2. Human resources management as a social system.
3. Human resource policy and the strategy of human resources management of the organization.
4. Human resources planning in organizations.
5. Organization of recruitment and selection of human resources.
6. Organization of activities and functions of human resources services.
7. Formation of the organization's team.
8. Cohesion and social development of the team.
9. Evaluation of human resources in the organization.
10. Management of the development and movement of human resources of the organization.
11. Management of the human resources release process.
12. Social partnership in the organization.
13. Effectiveness of human resources management.

Classes:

(practical, laboratory classes)

1. Human resources management in the management system of organizations.
2. Human resources management as a social system.
3. Human resource policy and the strategy of human resources management of the organization.
4. Human resources planning in organizations.
5. Organization of recruitment and selection of human resources.
6. Organization of activities and functions of human resources services.
7. Formation of the organization's team.
8. Cohesion and social development of the team.
9. Evaluation of human resources in the organization.
10. Management of the development and movement of human resources of the organization.
11. Management of the human resources release process.
12. Social partnership in the organization.
13. Effectiveness of human resources management.

INTERNATIONAL ECONOMIC INTEGRATION. EUROPEAN INTEGRATION

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**PhD, Ass. Prof. Oleksandr FAICHUK**
Term	**3**
Major	**Bachelor or Master degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**150 hours (of them: lectures – 15 hours, practical or laboratory classes – 30 hours)**

Subject overview

The discipline "International economic integration. European integration" covers the theoretical foundations of international economic integration. Issues of formation and functioning of the European Union in conditions of sustainable development are considered. The institutional structure, budget, joint agrarian, regional and environmental policies of the EU are analysed in detail. Special attention is paid to the assessment of opportunities and threats for the national economy of Ukraine after the ratification of the Association Agreement with the EU.

Lectures:

1. Theoretical foundations of international economic integration.
2. Formation and principles of EU enlargement.
3. Institutional system of the EU.
4. EU budget.
5. Common Agricultural Policy of the EU.
6. Regional Policy of the EU.
7. Ecological Policy of the EU.
8. Economic integration of Ukraine into the EU.

Classes:

(practical, laboratory classes)

1. Theoretical foundations of international economic integration.
2. Formation and principles of EU enlargement.
3. Institutional system of the EU.
4. EU budget.
5. Common Agricultural Policy of the EU.
6. Regional Policy of the EU.
7. Ecological Policy of the EU.
8. Economic integration of Ukraine into the EU.

INTERNATIONAL ECONOMIC RELATIONS

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**PhD, Ass. Prof. Oleksandr FAICHUK**
Term	**2**
Major	**Bachelor or Master degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**150 hours (of them: lectures – 30 hours, practical or laboratory classes – 45 hours)**

Subject overview

The discipline "International Economic Relations" covers the theoretical foundations construction, operation and regulation of the economic system in the international scale that includes the interaction of business entities, organizations, institutions and governments of countries in different forms and at different levels. Issues of formation and evolution of the international economy are considered. The participation of countries in the system is analysed in detail international division of labour. Special attention is paid to the regulation of international economic relations at the national and global levels. Issues of the main forms of international economic relations are deeply revealed.

Lectures:

1. The essence of international economic relations.
2. International Labour Division as the basis of the international economic relations.
3. The world economy as the sphere of the international economic relations action.
4. The mechanism of regulation of the international economic relations.
5. International organizations in the system of regulation of the international economic relations.
6. National systems of governing of the international economic relations.
7. International trade.
8. International monetary and financial relations.
9. International investments.
10. International migration of labour force.
11. International transfer of technology.
12. International economic integration.

Classes:

(practical, laboratory classes)

1. The essence of international economic relations.
2. International Labour Division as the basis of the international economic relations.
3. The world economy as the sphere of the international economic relations action.
4. The mechanism of regulation of the international economic relations.
5. International organizations in the system of regulation of the international economic relations.
6. National systems of governing of the international economic relations.
7. International trade.
8. International monetary and financial relations.
9. International investments.
10. International migration of labour force.
11. International transfer of technology.
12. International economic integration.

INTERNATIONAL ORGANIZATIONS

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**Ivan Mishchenko Associate Professor, Ph.D. of Economics Department of Administrative Management and Foreign Economic Activity**
Term	**Year of study 4, Semester 8**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**48 hours (of them: lectures – 24 hours, practical – 24 hours)**

Subject overview

In the context of Ukraine's integration into the global economic system, the issues of institutional support for this process are of particular importance. The effectiveness of the development of international economic relations of our country depends on the coordination of actions not only with other countries, but also with their associations through the system of international organizations. Today, Ukraine is a member of more than 100 international organizations, namely: The United Nations, the World Trade Organization, the World Bank Group, the International Monetary Fund, the European Bank for Reconstruction and Development, and others. In today's environment, knowledge of international organizations, their place and role in international life is of particular importance, especially for those working or planning to work in the complex and dynamic field of international economic cooperation.

The main objectives of the discipline "International Organizations" are: to familiarize students with the organizational institutions of multilateral regulation of international relations, their structure, problems and prospects for development; to show students the directions and forms of influence of international organizations on relations between countries of the world; to identify rational forms and outline the sequence of stages of Ukraine's participation in the activities of international organizations.

Lectures:

1.Institutional environment of international business.
2. Mechanism of functioning of international organizations.
3. Interstate economic organizations.
4. International non-governmental economic organizations.
5. The UN and international economic cooperation.
6. International organizations and regulation of world trade.
7. International monetary and credit organizations.
8. Ukraine's participation in international organizations.

Practical classes:

1.Institutional environment of international business.
2. Mechanism of functioning of international organizations.
3. Interstate economic organizations.
4. International non-governmental economic organizations.
5. The UN and international economic cooperation.
6. International organizations and regulation of world trade.
7. International monetary and credit organizations.
8. Ukraine's participation in international organizations.

INTERNATIONAL TRANSPORTATION

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**PhD, Ass. Prof. Oleksandr FAICHUK**
Term	**3**
Major	**Bachelor or Master degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**150 hours (of them: lectures – 15 hours, practical or laboratory classes – 30 hours)**

Subject overview

Purpose is assimilation of fundamental knowledge and theoretical foundations of transport provision of foreign economic activity in the organization of international transportation. Objectives are formation of the students' system of knowledge necessary for the organization of transportation by various types of transport in international traffic. The acquired knowledge while studying the course will expand the theoretical knowledge base of students as a starting point for the formation of skills and abilities to research practical problems of today international transportation will create a logical basis for the training of highly qualified specialists.

Lectures:

1. General theoretical fundamentals of international transportation.
2. International conventions and customs control rules.
3. Organization of international road transportation.
4. Organization of international transportation by rail transport.
5. Organization of international air transportation.
6. Organization of international water transportation.
7. Transit transportation.
8. Transportation of dangerous goods in international traffic.

Classes:

(practical, laboratory classes)

1. General theoretical fundamentals of international transportation.
2. International conventions and customs control rules.
3. Organization of international road transportation.
4. Organization of international transportation by rail transport.
5. Organization of international air transportation.
6. Organization of international water transportation.
7. Transit transportation.
8. Transportation of dangerous goods in international traffic.

INTRODUCTION TO SPECIALTY

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**Ralko Oleksandra**
Term	**1,2 semester**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**75 hours (of them: lectures – 15 hours, practical or laboratory classes – 60 hours)**

Subject overview

The purpose of teaching the discipline is to introduce education system in Ukraine and the basics of the management as specialty as well as science, in particular, the study of individual psychological characteristics of the employee, his motivation and attitude to various components of the work process, managerial skills essential to become a leader, vertical and horizontal communications and interpersonal relationships, trends in organizational development and responses to changes and predict human behavior in specific situations.

The main tasks of teaching the discipline are: to learn about education system in Ukraine; to introduce The European Credit Transfer and Accumulation System; to acquaint future managers with the terminology, the conceptual apparatus of management; to ensure students with knowledge in the field of theoretical, methodological, informational basics of management; to teach future managers to form a system of adaptation and development of personnel in the organization; to build teams and set team interaction; learn to develop a reward system in the organization; personnel evaluation system of the organization; a system of values that support the mission of the organization and motivate employees to achieve it; to ensure students' interest in active educational and research work; to understand the basic approaches to assessing the effectiveness of companies.

Lectures:

1. The system of higher education in Ukraine.
2. Organization of the educational process at the NUBiP of Ukraine.
3. Model of a specialist of the first (bachelor) level of higher education majoring in “Management”.
4. Formation of the student's academic rating.

5. Manager’s role in company activity.
6. Management skills.
7. Trust and delegation.
8. Personal efficiency and basics of time management.
9. Team building.
10. Communication management.
11. Organizational development.

Classes:

(practical, laboratory classes)

1. Case “Rules for manager”.
2. Game “Techniques of continuous improvement”.
3. Discussion of the results of the study “Manager 2030”.
4. Case “Management decisions and their consequences”.
5. Game “The difference between a manager and a leader”.
6. Characteristics, features and methods of acquisition and development of cognitive skills manager and organizational skills of manager.
7. Characteristics, features and methods of acquisition and development of applied and self-development skills of manager.
8. Case “Problems of building trust in the team”.
9. Tasks delegation according the formula for “successful delegation”.
10. Case “Personal efficiency”.
11. Building personal “wheel of life”.
12. Alps method for forming a schedule.
13. Psychological compatibility and team cohesion.
14. Principles of team formation.
15. Team models.
16. The importance of communications for the successful work of the manager.
17. Features of effective oral communication.
18. Features of written communication.
19. Features of effective nonverbal communication.
20. Fundamentals of organizational development of the company.
21. Psychological mechanisms of group dynamics.
22. Group behaviour related to the implementation of group norms.
23. Effect of intragroup interaction.
24. Basic analysis of the company's activities.
25. Fundamentals of strategic analysis of the company.
26. Fundamentals of planning and control of the enterprise.

LEADERSHIP, COMMUNICATION MANAGEMENT AND TEAM INTERACTION
(Leadership)

Department of Management named after Prof. J. S. Zavadskyi

Faculty of Agrarian Management

Lecturer	**Oksana Havrysh**
Term	**Academic year: 1, semester: 2**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Credit**
Class-room hours	**60 hours (of them: lectures – 30 hours, practical or laboratory classes – 30 hours)**

Subject overview

The discipline "Leadership, Communication Management and Team Interaction (Leadership)" is a normative component of the educational and professional program "Management" for the preparation of applicants of higher education of the first (bachelor) level in the specialty 073 "Management". The goal of the course is to form in future managers a system of special knowledge on the problems and prospects of management of enterprises and organizations based on leadership. The tasks of the discipline are theoretical and practical training of the applicants of higher education in the theory of leadership; mastering by students of receptions, methods, procedures, technologies of leadership influence on followers; mastering the methods of psychodiagnostics and using their results in self-management and work with their followers; formation of the types and characteristics of leadership styles; the functions of the leader, his personal characteristics; mastering the basic methods of self-regulation, self-management and self-development of leadership potential; understanding of the principles and methods of forming the organizational culture of teamwork and *the role of the leader in it; conflict resolution, persuasion and negotiation.*

Lectures:

1. Leadership as a social phenomenon.
2. Development of leadership theories.
3. The leader as a personality.
4. Development of individual leadership potential.
5. The power of the leader.
6. Activity of a leader in a team.
7. The leader and his place in resolving conflict situations.
8. Leadership and effective communication.
9. Leadership ethics.
10. Stress management.

Classes:

(practical, laboratory classes)

1. Leadership as a social phenomenon.
2. Development of leadership theories.
3. The leader as a personality.
4. Development of individual leadership potential.
5. The power of the leader.
6. Activity of a leader in a team.
7. The leader and his place in resolving conflict situations.
8. Leadership and effective communication.
9. Leadership ethics.
10. Stress management.

LEGAL SUPPORT OF MANAGEMENT ACTIVITIES

Department of Civil and Commercial Law

Faculty of Law
Specialty 073 Management

Lecturer	**Oleksii PIDDUBNYI**
Term	**6**
Major	**Bachelor**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**45 hours (of them: lectures – 15 hours, practical or laboratory classes – 30 hours)**

Subject overview

The purpose of studying the discipline is the need to train management professionals who will work in the context of building a lawful state and market economy; study of a set of legal norms that regulate social relations and are formed in the course of ensuring the executive authorities of the realization and protection of the rights, freedoms and legitimate interests of individuals and legal entities, as well as in the process of public administration of economic, socio-cultural and administrative-political construction in the state, the formation of legal awareness and legal culture.

Lectures:

1. The concept and system of law. Definition of law as a science. Sources of law. Norms of law.
2. The system of law of Ukraine. Differentiation between public and private law. Branches of law.
3. Civil legal support of management activities.
4. General provisions on legal support of entrepreneurial activity. Subjects of entrepreneurial activity. Organizational and legal forms of entrepreneurship.
5. Property basis of entrepreneurial activity.
6. The concept and types of corporate enterprises in Ukraine. Corporate management. Legal status of officials of a corporate enterprise.
7. Management relations in labor law.
8. The concept and methods of protecting the rights of business entities.

Classes:

1. The concept and system of law. Definition of law as a science. Sources of law. Norms of law.
2. The system of law of Ukraine. Differentiation between public and private law. Branches of law.
3. Civil legal support of management activities.
4. General provisions on legal support of entrepreneurial activity. Subjects of entrepreneurial activity. Organizational and legal forms of entrepreneurship.
5. Property basis of entrepreneurial activity.
6. The concept and types of corporate enterprises in Ukraine. Corporate management. Legal status of officials of a corporate enterprise.
7. Management relations in labor law.
8. The concept and methods of protecting the rights of business entities.

LOGISTICS

Department of Management named after Professor J.S. Zavadskyi

Faculty of Agrarian Management

Lecturer of the course	**Reznik Nadiia P., doctor of economics, profes of the department of management named a professor J.S. Zavadskyi**
Term	**Academic year 4, semester 8**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**120 hours**

Subject overview

The educational component «Logistics» is mandatory (general training cycle).

Course «Logistics» is aimed at mastering the theoretical knowledge on the organization and management of enterprise's logistics activities, acquiring the practical skills of using the concept of supply chain management in the enterprise's activities.

Subject place: this educational subject is the theoretical and practical basis of the set of knowledge and skills that form the profile of a specialist in the field of logistics and supply chain management.

The purpose of teaching the subject is formation of higher education students of system knowledge and understanding of the basics of logistics as a modern concept of effective management of economic systems, as a science and practice of flow management of business processes and acquisition of skills in the practical use of modern logistics concepts, technologies, methods and tools for managing flow processes in the functional areas of logistics and in integrated supply chains to ensure their excellence and competitiveness.

Lectures:

1. Logistics of supplies, purchases and placement of orders.
2. Production logistics.
3. Distribution logistics.
4. Warehouse logistics.
5. Inventory logistics.
6. Transport logistics.
7. Information logistics.
8. Logistics approach to customer service (service logistics).
9. Integrated logistics (SCM) and evaluation of its effectiveness.

Classes:

1. The essence and basic concepts of the theory of logistics and supply chain management.
2. Public regulation of logistics processes.
3. Strategic logistics management.
4. Logistics planning system.
5. Organization of logistics.
6. The enterprise as the main subject of logistics.
7. The effectiveness of logistics activities of the enterprise.

MANAGEMENT

Department of Management named after Prof. J. Zavadskiy

Faculty of Agrarian Management

Lecturer	
Term	**3, 4**
Major	**Bachelor degree**
ECTS credits	**6**
Control	**Exam**
Class-room hours	**180 hours (of them: lectures – 45 hours, practical classes – 45 hours)**

Subject overview

The purpose of the academic course “Management” is to form special knowledge in the field of management, understand the conceptual foundations of system management of organizations; acquire to analyze the internal and external environment, and make adequate management decisions. The tasks of studying the academic course are high-quality training of students on the essence of concepts and categories of management and administration; principles and functions of management; systems of management methods; content of processes and management technology; basics of planning, organization, motivation and control; management decision-making; information support of the management process; management and leadership; management efficiency.

Lectures:

1. Introduction to management. The organization as an object of management.
2. Concept and essence of management.
3. Development of management science. Laws, and principles of management.
4. Functions and methods of management.
5. Basics of the theory of managerial decision-making.
6. Information and communications in management.
7. Planning as a function of management
8. Organizing as a function of management
9. Motivation as a function of management
10. Controlling as a function of management.
11. Management and leadership.
12. Conflicts and stresses as objects of management.
13. Responsibility and ethics in management.
14. Organizational change management.
15. Management effectiveness.

Practical classes:

1. Introduction to management. The organization as an object of management.
2. Concept and essence of management.
3. Development of management science. Laws, and principles of management.
4. Functions and methods of management.
5. Basics of the theory of managerial decision-making.
6. Information and communications in management.
7. Planning as a function of management
8. Organizing as a function of management
9. Motivation as a function of management
10. Controlling as a function of management.
11. Management and leadership.
12. Conflicts and stresses as objects of management.
13. Responsibility and ethics in management.
14. Organizational change management.
15. Management effectiveness.

MANAGEMENT OF INNOVATIVE AND INVESTMENT ACTIVITY

Department of Production and Investment Management

Faculty of Agrarian Management

Lecturer	**Dr. of Economics, Prof. Dielini M.**
Term	**5-6**
Major	**Bachelor degree**
ECTS credits	**6**
Control	**Exam**
Class-room hours	**180 hours (of them: lectures – 60hours, practical or laboratory classes – 60 hours)**

Subject overview

The discipline “Management of innovation and investment activity” is a part of a set of disciplines that shape the training of future managers. The future manager have to deep theoretical knowledge and practical skills using new concepts and tools of innovative and investment management, which gives the study of the discipline.

The purpose of studying the discipline “Management of innovation and investment activity” is to acquire the necessary theoretical knowledge and practical skills on the conceptual foundations of modern enterprise management based on the latest areas of economic development, namely the introduction of innovation and investment management at the enterprise to achieve its operational and strategic goals.

The main objectives of the discipline – mastering theoretical (basic) knowledge on the nature of investment activities, investment market, resources and types of investment, investment market; evaluation of real and financial investments, investment portfolio and its optimization; mastering the methodology for evaluating the effectiveness of investment decisions; formation of practical skills for risk analysis of investment processes; determination of the essence of innovation activities processes and methods of their management; refinements of the conceptual apparatus of the theory innovators; determining the place and role of innovation in modern world development; analysis of the role of the state in the creation of the mechanism regulation of innovation processes etc.

Lectures:

1. Theoretical basics of investment activity.
2. Investment market.
3. Investment resources.
4. Real and financial investments.
5. International investment activity.
6. Management and planning of investment activity of organizations

7. Management of investment portfolio
8. Evaluation of the effectiveness of investment decisions
9. Prospects for achieving economic efficiency of investment activity
10. Features of innovation investment management
11. The essence of the concept of innovation management
12. Innovative activity as an object of management
13. Innovative strategy selection
14. Organizational forms of innovative activity
15. Management of innovative development of organization
16. Technology transfer
17. Evaluation of innovation effectiveness
18. Legislative regulation of innovative activity

Classes:
(practical, laboratory classes)

1. Theoretical basics of investment activity.
2. Investment market.
3. Investment resources.
4. Real and financial investments.
5. International investment activity.
6. Management and planning of investment activity of organizations.
7. Management of investment portfolio.
8. Evaluation of the effectiveness of investment decisions.
9. Prospects for achieving economic efficiency of investment activity.
10. Features of innovation investment management.
11. The essence of the concept of innovation management.
12. Innovative activity as an object of management.
13. Innovative strategy selection.
14. Organizational forms of innovative activity.
15. Management of innovative development of organization.
16. Technology transfer.
17. Evaluation of innovation effectiveness.
18. Legislative regulation of innovative activity.

MANAGEMENT OF TEAM INTERACTION

Department of Production and Investment Management

Faculty of Agrarian Management

Lecturer	**Dr. of Economics, Prof. Dielini M; Holieva M.**
Term	**8**
Major	**Bachelor**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**38 hours (of them: lectures – 12 hours, practical or laboratory classes – 26 hours)**

Subject overview

"Management of team interaction" is a compulsory component of the educational program "Management**". Purpose of studying** the course is for students of higher education to master the skills of forming effective teams, as one of the promising models of corporate management, which ensures effective organizational development, studying the essence and features of the formation of a management team, complex and constructive use of team effects, revealing and enriching students' abilities in teamwork, explaining the reasons and identifying the conditions for positive team synergy.

Objectives of studying the course: 1) studying the theoretical foundations of the creation of groups and teams in production organizations, as well as their interaction and process management; 2) familiarization with concepts based on the study of the subject; 3) mastering the methods of forming an effective team and the interaction of all participants in order to solve specific practical tasks in production management; 4) development of general competencies regarding the use of leadership tools in professional activities; 5) mastering the methods and tools of organizing an effective team, assigning roles and managing the team as a whole system; 6) study of approaches and use of tools for the formation of a favorable social and psychological climate in the team.

Lectures:

1. Theoretical foundations of groups and teams formation in production organizations.
2. Work of collectives and teams of production organizations.
3. Organizational models of joint activity in teams. Methods of forming an effective team.
4. Team management. Development of interaction skills in teamwork.
5. Responsibility and motivation in a team environment.
6. Approaches and tools for formation of a favorable social and psychological climate in a team.

Classes:

(practical, laboratory classes)

1. Theoretical foundations of groups and teams formation in production organizations.
2. Work of collectives and teams of production organizations.
3. Organizational models of joint activity in teams. Methods of forming an effective team.
4. Team management. Development of interaction skills in teamwork.
5. Responsibility and motivation in a team environment.
6. Approaches and tools for formation of a favorable social and psychological climate in a team.

MARKETING

Department of Marketing and International Trade

Faculty of Agrarian Management

Lecturer	**Bogdana Vyshnivska Associate Professor, Ph.D. of Economics Department of Marketing and International Trade**
Term	**Year of study 2, Semester 3**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**75 hours (of them: lectures – 30 hours, practical – 45 hours)**

Subject overview

The purpose of the course "Marketing": formation of knowledge about the basic categories of marketing, methodical aspects of the organization of marketing activity and its priorities in modern conditions; the formation of students' scientific worldview and special knowledge of the theory and methodology of marketing, the essence and content of marketing as a philosophy of business activity in the conditions of a market economy and competition;

The tasks of the course "Marketing": to introduce the terminology and conceptual apparatus of marketing and ensure its assimilation by students; equip students with a system of knowledge in the field of theoretical, methodical, informational foundations of marketing and marketing research; segmentation of the market and positioning of goods on it; to acquaint students with the main components of the marketing complex; teach students to analyze the company's product portfolio and determine priority types of products; analyze the pricing system at enterprises, calculate and implement discounts and elements of price incentives, the ability to form and support the enterprise's pricing policy; choose effective product distribution channels, make optimal logistical decisions during product transportation; develop and implement a system of marketing communications, successfully combine them into a system of integrated marketing communications, develop and implement advertising campaigns, select and develop sales promotion measures; exercise control over marketing activities and the process of marketing development at the enterprise.

Lectures:

1. Introduction to marketing.
2. Basic competencies and skills of a marketer.
3. Management of marketing activities at enterprises.
4. Marketing research system in enterprise management.
5. Peculiarities of marketing management of enterprises in the service sector.
6. Management of the company's marketing product policy.
7. Marketing price policy.
8. Organization of the enterprise's distribution marketing policy.
9. Marketing policy of communications of domestic enterprises.
10. Peculiarities of organization and management of agrarian marketing of the enterprise.

Practical classes:

1. Introduction to marketing.
2. Basic competencies and skills of a marketer.
3. Management of marketing activities at the enterprise.
4. Marketing research system in enterprise management.
5. Peculiarities of marketing management of enterprises in the service sector.
6. Management of the marketing product policy of the enterprise.
7. Marketing price policy of the enterprise.
8. Organization of marketing policy of distribution of the enterprise.
9. Marketing policy of communications of domestic enterprises.
10. Peculiarities of organization and management of agrarian marketing of the enterprise.

MARKETING OF FOREIGN ECONOMIC ACTIVITY

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**Ivan Mishchenko Associate Professor, Ph.D. of Economics Department of Administrative Management and Foreign Economic Activity**
Term	**Year of study 3, Semester 5**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**45 hours (of them: lectures – 15 hours, practical – 30 hours)**

Subject overview

The subject of the course "Marketing of foreign economic activity" provides a study of the activities of foreign economic entities aimed at studying the market, the impact on consumer demand to meet mutual needs through exchange, expanding sales of goods produced by them. The discipline provides for the study of the nature and forms of international marketing methods of research of economic, social, cultural, political and legal environment, international marketing activities; elaboration and mastering of the methodology of international market research, segmentation, selection of target markets; models of research of the firm's entry into foreign markets, the formation of an effective international marketing strategy. The purpose of teaching the discipline "Marketing FEA": formation of students' theoretical and practical knowledge in the field of foreign economic marketing activities necessary to achieve commercial goals in international business. As a result of studying the discipline, students should know: general theoretical foundations of the discipline; methodology of foreign economic activity marketing research; processes that are inherent in the organization of international marketing activities at the enterprise; the latest approaches to assessing the effectiveness of international marketing programs at the enterprise.

Lectures:

1. The essence, features, functions and forms of marketing in foreign economic activity.
2. International marketing environment.
3. Foreign market research.
4. Segmentation and positioning in the foreign market.
5. Choice of foreign market. Ways to enter the foreign market.
6. Marketing product policy of the enterprise in the foreign market.
7. Marketing pricing policy of the enterprise in the foreign market.
8. Marketing policy of distribution in the foreign market.
9. Marketing policy of communication and incentives in the foreign market.
10. Management of marketing activities of the enterprise in the foreign market.

Practical classes:

1. The essence, features, functions and forms of marketing in foreign economic activity.
2. International marketing environment.
3. Foreign market research.
4. Segmentation and positioning in the foreign market.
5. Choice of foreign market. Ways to enter the foreign market.
6. Marketing product policy of the enterprise in the foreign market.
7. Marketing pricing policy of the enterprise in the foreign market.
8. Marketing policy of distribution in the foreign market.
9. Marketing policy of communication and incentives in the foreign market.
10. Management of marketing activities of the enterprise in the foreign market.

OPERATION MANAGEMENT

Production and Investment Management Department

Faculty of Agrarian Management

Lecturer	**Kateryna Alekseieva**
Term	**6**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**60 hours (of them: lectures – 30 hours, practical or laboratory classes – 30 hours)**

Subject overview

The course is aimed at mastering knowledge on production and organization of production processes, operating systems of enterprises and operations which can be fulfilled there. For effective management of business entities theoretical training and acquisition of practical skills in operation management is crucial. Operation management is one of the basic functions of any enterprise. While possessing the discipline there is formation among students of the future managerial ability to develop operation strategy, create and use industry operating systems as a basis for ensuring the achievement of the organization's mission. The students master the basic features, principles and methods of operations, operating systems of various types, possess skills to justify the decisions to create an operating room system, and support of the proper mode of its functioning.

Lectures:

1. Operations management as a kind of functional management.
2. Operational strategy.
3. Operations system of the organization: structural and process characteristics.
4. Production process.
5. Organization of basic production. Types of production.
6. Production strategy and competitiveness of the enterprise.
7. Planning and projecting of the operational process at the enterprise.
8. Management of material resources.
9. Product quality management.
10. Operational performance management.

Practical classes:

1. Operations management as a kind of functional management.
2. Operational strategy.
3. Operations system of the organization: structural and process characteristics.
4. Production process.
5. Organization of basic production. Types of production.
6. Production strategy and competitiveness of the enterprise.
7. Planning and projecting of the operational process at the enterprise.
8. Management of material resources.
9. Product quality management.
10. Operational performance management.

PHILOSOPHY OF BUSINESS

Department of Philosophy and International Communication

Faculty of Agrarian Management

Lecturer	**D.I. Chornomordenko**
Term	**1-st year, 2-nd semester; 2-nd year, 4-th semester**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Credit, Exam**
Class-room hours	**150 hours (of them: lectures – 30 hours, practical or laboratory classes – 45 hours)**

Subject overview

Goal of the discipline – to form the student's knowledge about the fundamental principles underlying the formation and functioning of a business enterprise; a clear understanding of the nature and purpose of business, as well as moral obligations. Understand the role of business in international relations, business philosophy and its application in the work of international corporations and TNCs.

Learning objectives are: the student's learning of a complex of philosophical knowledge in order to use it in their own life, interpersonal relations, scientific and practical activities, to develop the student's ability to determine the meaning, role of business and its structure, concepts of investment climate, success; to form student's clear understanding of the role and place of business philosophy, business management philosophy, brand creation philosophy.

Lectures:

1. Philosophy of business as a field of socio-humanitarian knowledge.
2. Business ontology: main categories, features, risks.
3. Capital, property and wealth as components of the business process.
4. Ideology, power, social institutions and business.
5. Branding philosophy: content, essence, functions.
6. Business and leadership.
7. Culture, ethics and social responsibility of business.
8. Business philosophy in the context of game theory.
9. Subject, method and value of logic for managers.
10. Concepts in the field and processes of management.
11. Propositions and conditions of its truth.
12. Laws of logic and rules of thinking in managerial activities.
13. Reasoning(inference) in managerial activity.
14. Logical basis of argumentation.
15. The logic of management decision-making.

Classes:

(practical, laboratory classes)

1. Philosophy of business as a field of socio-humanitarian knowledge.
2. Business ontology: main categories, features, risks.
3. Capital, property and wealth as components of the business process.
4. Ideology, power, social institutions and business.
5. Branding philosophy: content, essence, functions.
6. Business and leadership.
7. Culture, ethics and social responsibility of business.
8. Business philosophy in the context of game theory.
9. Subject, method and value of logic for managers.
10. Concepts in the field and processes of management.
11. Propositions and conditions of its truth.
12. Laws of logic and rules of thinking in managerial activities.
13. Reasoning(inference) in managerial activity.
14. Logical basis of argumentation.
15. The logic of management decision-making. The logic of communicative management in contemporary conditions and risks.

PROBABILITY THEORY AND STATISTICS
(Part "Probability Theory and Statistics: Probability Theory and Mathematical Statistics")

Department of Economic Cybernetics

Faculty of Information Technologies
Specialty 073 Management

Lecturer	**Liudmyla Galaieva,** **Associate Professor, Ph.D. in Economics,** **Department of Economic Cybernetics**
Term	**Academic year – 1; semester – 2**
Major	**Bachelor degree**
ECTS credits	**5(2)**
Control	**Exam**
Class-room hours	**30 hours (of them: lectures – 15 hours, practical classes – 15 hours)**

Subject overview

"Probability Theory and Statistics" as an educational discipline is determined by its role in the scientific and practical activities of society and refers to the cycle of disciplines that form the profile of a future specialist, arming them with the basics of the theory and practice of applying mathematical methods to study the regularities of random phenomena, statistical evaluation and analysis of economic, social and other phenomena and processes.

The purpose of the course in the theory of probabilities and mathematical statistics part is the formation of modern thinking and a system of fundamental theoretical knowledge in the theory of probabilities and mathematical statistics in future specialists, as well as applied practical skills using information technology tools (MS Excel, SPSS, etc.), acquisition of basic skills of statistical research and analysis of economic phenomena and processes for making effective management decisions.

The task of studying the discipline is the theoretical and practical training of students in the methodology and methods of research and analysis of mass statistical data using the means of probability theory and mathematical statistics.

Lectures:

1. Concepts of Probability Research.
2. Conditional Probability; the Law of Total Probability and Bayes' Theorem.
3. Rules of Probability Distributions.
4. Discrete Random Variables and Continuous Random Variables.
5. Probability Distributions. Law of large numbers and central limit theorem.
6. Systems of independent random variables (self-study).
7. Elements of Mathematical Statistics.

Practical classes:

1. Concepts of Probability Research. Combinatorial Concepts.
2. The Law of Total Probability and Bayes' Theorem.
3. The Binomial, Poisson, Moivre-Laplace Probability Distributions.
4. Characteristics of Discrete and Continuous Random Variables.
5. Uniform Distribution, Exponential Distribution, Normal Distribution. Law of large numbers.
6. Elements of Mathematical Statistics.
7. Data Analysis Package in MS Excel.

PROBABILITY THEORY AND STATISTICS
(part "Statistics")

Department of Statistics and Economic Analysis

Economic faculty
Specialty 073 Management

Lecturer	**Oksana Makarchuk** **Associate Professor, Ph.D. of Economics, Department of Statistics and Economic Analysis**
Term	**Year of study 1, Semester 2**
Major	**Bachelor degree**
ECTS credits	**5 (Statistics: 3)**
Control	**Exam**
Class-room hours	**60 hours (of them: lectures – 30hours, practical or laboratory classes – 30 hours)**

Subject overview

The educational activity of each institution of higher education is aimed at training such specialists who could quickly adapt in real conditions and apply in practice the theoretical knowledge obtained during training. In the system of economic education, the place of "Theory of Probability and Statistics" as a discipline is determined by its role in the scientific and practical activities of society. "Probability theory and statistics" refers to a cycle of disciplines that form the profile of a future specialists, equipping them with the basics of theory and practice in the application of mathematical and statistical methods for studying the patterns of phenomena or processes in social-economic sphere, their statistical evaluation and analysis.

The main purpose of the study the part of the course Statistics is the formation in student's theoretical knowledge's and practical skills in statistical analysis of mass socio-economic phenomena's and processes as a basis for developing and supporting management decisions that provide knowledge about method of collecting, processing and analysis, identification and assessment patterns development and interaction inherently complex socio-economic phenomena's and processes.

Applied practical skills will be developed during the study of the discipline with the use of information technology tools (MS Excel, SPSS, etc.), acquiring the skills of statistical research and analysis of social-economic phenomena's and processes for the adoption effective management decisions.

Lectures:

1. Methodological principles of statistics.
2. Statistical observation.
3. Compilation and grouping of statistical data. Statistical tables.
4. Summarizing statistical indicators.
5. Analysis of distribution series.
6. Analysis of concentration, differentiation and distribution similarity.
7. Selective method in management.
8. Statistical methods of measuring relationships.
9. Analysis of the intensity of dynamics.
10. Analysis of development trends and seasonal fluctuations.
11. Index analysis in the management system.
12. Graphic method in management.

Classes:

(practical, laboratory classes)

1. Methodological principles of statistics.
2. Statistical observation.
3. Summary and grouping of statistical data. Statistical tables.
4. Summarizing statistical indicators.
5. Analysis of distribution series.
6. Analysis of concentration, differentiation and similarity of distributions.
7. Selective method in management.
8. Statistical methods of measuring relationships.
9. Analysis of the intensity of dynamics.
10. Analysis of development trends and seasonal fluctuations.
11. Index analysis in the management system.
12. Graphic method in management.

PROJECT MANAGEMENT

Department of Production and Investment Management

Faculty of Agrarian Management

Lecturer	**Kateryna Alekseieva**
Term	**7**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**90 hours (of them: lectures – 45 hours, practical classes – 45 hours)**

Subject overview

The offered discipline is aimed at teaching the students project management in particular to make them possess skills of using the acquired knowledge for the effective implementation of the project solutions in the practical activities of the enterprise. The concept of "project" is considered as an important part of our daily lives, whereas the modern environment is considered as a world of projects that must be implemented to achieve the goal in a stipulated period of time and within available resources. The students understand that to obtain the desired result, projects require constant management, which is the purposeful coordination of the necessary actions to achieve the goals. In the process of studying the discipline students learn to determine the place of the project at the enterprise, identify the most common approaches to the formation of the structure of the project life cycle.

Lectures:

1. Concept and essence of project management.
2. General characteristics of project management.
3. Areas of application of project management.
4. Tools for detailing the project goa.
5. Project environment and its participants.
6. Peculiarities of project team formation.
7. Project team management.
8. Project management in conditions of uncertainty and risk.
9. Basic approaches to the organization of project activities.
10. Possibilities of planning in project management.
11. Project management methods.
12. Investment management.
13. Investment sources of financing.
14. Types of fundraising.
15. Monitoring, control and audit process in project management.

Practical classes:

1. Concept and essence of project management.
2. General characteristics of project management.
3. Areas of application of project management.
4. Tools for detailing the project goa.
5. Project environment and its participants.
6. Peculiarities of project team formation.
7. Project team management.
8. Project management in conditions of uncertainty and risk.
9. Basic approaches to the organization of project activities.
10. Possibilities of planning in project management.
11. Project management methods.
12. Investment management.
13. Investment sources of financing.
14. Types of fundraising.

QUALITY MANAGEMENT

Department of Management named after Prof. J. S. Zavadskyi

Faculty of Agrarian Management

Lecturer	**Natalia Drahnieva**
Term	**Academic year: 3, semester: 6**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**60 hours (of them: lectures – 30 hours, practical or laboratory classes – 30 hours)**

Subject overview

The discipline "Quality Management" is considered as a whole field of knowledge, which has its own concept, methodology and terminology; plays an important role in training specialists with a wide range of knowledge about modern tools and methods of quality management based on national and international regulatory documents in the field of quality. The tasks of the course are: study of modern approaches to defining the content of the "quality" category, product quality as an object of management, transformation of the stages of system quality management of products, features of the quality of agricultural products; consideration of the place of product quality management in the general management system of the enterprise, classification of product quality indicators; planning and assessment of product quality, taking into account the factors of personnel motivation and quality control of raw materials and finished products; research of product quality management systems, the main stages of their development and implementation in domestic enterprises; the impact of standardization and certification on increasing the quality potential; analysis of economic efficiency of quality management.

Lectures:

1. The Essence and Meaning of Quality Management.
2. Evolutionary Approaches to Quality Management.
3. Standardization in the Quality Management System.
4. Certification of Products and Quality Systems.
5. Total Quality Management.
6. Quality Indicators.
7. Quality Control Methods.
8. Quality Management System.
9. Quality Audit.
10. Service Quality Management Systems.
11. Resources in the Quality Management System.
12. Integrated Management Systems.

Classes:

(practical, laboratory classes)

1. The Essence and Meaning of Quality Management.
2. Evolutionary Approaches to Quality Management.
3. Standardization in the Quality Management System.
4. Certification of Products and Quality Systems.
5. Total Quality Management.
6. Quality Indicators.
7. Quality Control Methods.
8. Quality Management System.
9. Quality Audit.
10. Service Quality Management Systems.
11. Resources in the Quality Management System.
12. Integrated Management Systems.

RISK MANAGEMENT

Department of Administrative Management and International Activity

Faculty of Agrarian Management

Lecturer	**Dr. Olena KOVTUN, Associate Professor**
Term	**7 semester**
Major	**Bachelor**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**150 hours (of them: lectures – 30 hours, practical classes – 45 hours)**

Subject overview

This course is a self-contained introduction to probabilistic and statistical methods in risk management.

You will learn about the process and outcome of a risk assessment at local area and national levels; Risk assessment and management capacity profiles in the country; Qualitative and Quantitative Methods commonly used to assess and prioritize risks. This course aims to provide hands-on experience implementing these methods.

When agriculture is at risk, the economy of the country and region, as well as the food security and well-being of its population, is also at risk. Understanding the nature of Risks and how it can be assessed and managed is essential to safeguard the welfare of people.

All theoretical materials will be implemented on Excel using financial data.

Lectures:

1. Overview of Risk Management Course.
2. Types of Business Risks. Classification of Risks. Risk Factors and Functions.
3. Risks in Agribusiness.
4. Ukraine in the World Risk ranks.
5. Risk Map.
6. Calculation of business risk. Gaussian curve. Break-even point analysis, CVP (Costs-Volume-Profit) Analysis.
7. Game Theory – risk optimization in a conflict situations.
8. Prisoner's Dilemma, Survival Bias.
9. Decision Analysis.
10. Sensitivity Analysis.
11. Decision Tree.
12. Monte Carlo Simulation.
13. VaR (Value-at-Risk) & EVA (Expected-Value-Added).
14. Risk management at the enterprise: making a risk management strategy.
15. ERM: Enterprise Risk Management (COSO, FERMA, ISO 31000).

Practical classes:

1. Mission & Vision of the Risk Management Course. Sources.
2. Discussion of main types of risk and evaluation the methods and tools used by firms. to manage risks. Representation of uncertainty by probability.
3. Risks in Agribusiness how to identify risk, measure, calculate and analyze: expected value, variance, and the variance of averages, expected value, variance, and the variance of averages.
4. Ukraine in the World Risk ranks: Political Risks, Economic Freedom etc.
5. Risk mapping: group work, presentations. Cases: Microsoft; Lipton; Your Company.
6. Calculation of Business risk by the amount of possible losses, by the probability of unpredictable losses. Cases.
7. Discussion of Game Theory as it applies to specific practical examples.
8. Team building exercises based on Prisoner's Dilemma (co-operative or selfish behavior).
9. Decision Analysis: Framing Decision Problems and Scenarios. Risk profile and Risk appetite and tolerance.
10. Sensitivity Analysis for P&L report, Sensitivity Analysis using MS Excel.
11. TreePlan Software for Decision Analysis.
12. Practical Tool: how to perform Monte Carlo Simulation in MS Excel for Risk Analysis.
13. Computing VaR using MS Excel.
14. ERM: identification of different players role in ERM development and implementation.

SELF-MANAGEMENT

Department of Production and Investment Management

Faculty of Agrarian Management

Lecturer	**Dr. of Economics, Prof. Dielini M; Holieva M.**
Term	**3**
Major	**Bachelor**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**60 hours (of them: lectures – 30 hours, practical or laboratory classes – 30 hours)**

Subject overview

Self-management is a mandatory component of the "Management" educational program, which provides the basic concepts of mastering theoretical knowledge and practical skills on the issues of selfassertion, self-improvement and self-control for managing one's own development and the development of employees, as well as acquiring leadership qualities to ensure the effective development of the organization, the formation students have skills that are necessary for managers of different levels of management, acquiring theoretical knowledge to realize their own goals while understanding and taking into account their own character.

The purpose of studying this discipline is to master the theoretical knowledge and practical skills on the issues of self-affirmation, self-improvement and self-control to manage one’s own development and the development of employees, as well as the acquisition of leadership qualities to ensure the effective development of the organization; formation of students' skills that are necessary for managers at different levels of management; acquiring theoretical knowledge to realize one's own goals while understanding and taking into account one's own character.

Objectives of the discipline is the theoretical and practical training of students on the following issues: using the benefits of self-management for organizational and personal growth; coordination of personal and organizational goals; effective self-development; effective management of working time; development of effective management skills; improvement of the personal culture of business life; effective delegation of powers; using time as a resource.

Lectures:

1. Development of self-management as a science.
2. Concepts of self-management. Establishing and implementing personal.
3. Manager's work planning.
4. The organization of the manager's activities.
5. Control and self-motivation in management.
6. Resource management of activity and work capacity.
7. Solvency resource management.
8. The role of communications in self-management.
9. Evaluation of the global experience of management and the work of a manager in the conditions of self-management.
10. Characteristics of the components of the manager's managerial work in the self-management system.
11. Formation of the qualities of an effective manager.
12. Self-motivation and self-control of a manager.
13. Development of managerial potential.
14. Leadership as an element of the manager's personality development.
15. Leadership development.

Classes:

(practical, laboratory classes)

1. Development of self-management as a science.
2. Concepts of self-management. Establishing and implementing personal.
3. Manager's work planning.
4. The organization of the manager's activities.
5. Control and self-motivation in management.
6. Resource management of activity and work capacity.
7. Solvency resource management.
8. The role of communications in self-management.
9. Evaluation of the global experience of management and the work of a manager in the conditions of self-management.
10. Characteristics of the components of the manager's managerial work in the self-management system.
11. Formation of the qualities of an effective manager.
12. Self-motivation and self-control of a manager.
13. Development of managerial potential.
14. Leadership as an element of the manager's personality development.
15. Leadership development.

STARTING OWN BUSINESS

Department of Administrative Management and Foreign Economic Activity

Faculty of Agrarian Management

Lecturer	**Tiurina Alona A.**
Term	**4 semester**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**75 hours (of them: lectures – 30 hours, practical or laboratory classes – 45 hours)**

Subject overview

Discipline "Starting of own business" forms economic thinking of business professionals, entrepreneurial approach to economic activity, elaborates on the features of rational organization of agricultural enterprises of various forms of ownership and management, conducting agricultural production and entrepreneurial activity. The main purpose of studying the discipline is for students to master the theory of entrepreneurship, the formation of modern economic thinking, the acquisition of practical knowledge and skills for effective work in the chosen field.

The purpose of studying the course is to equip future specialists with scientific and practical knowledge on the effective organization of entrepreneurship in market relations. The task of the discipline is to teach students how critically analyse their own business ideas, navigate the legal framework and choose the most appropriate organizational and legal form of the enterprise. Students learn modern ways of starting their own business.

Lectures:

1. Entrepreneurial activity in a market economy.
2. Generation and viability of an entrepreneurial idea.
3. Design thinking in business.
4. Business entities.
5. The mechanism of establishing your own business.
6. Marketing in business.
7. Business planning.
8. Financial resources of the entrepreneur.
9. Mechanism of attracting investment for doing business.
10. Pitching an entrepreneurial idea.
11. Features of taxation in business.
12. Accounting in business.
13. Risks in business.
14. Features of farms organization.
15. Sustainable development of business.

Classes:

(practical, laboratory classes)

1. Self-analysis: own values and mission.
2. Generation and viability of an entrepreneurial idea.
3. Empathy map and client portrait.
4. The sequence of establishing one's own business: founding documents.
5. Search for alternatives, analysis of competitors.
6. Forming a value proposition.
7. Business planning (Marketing plan).
8. Business planning (Production plan).
9. Group dynamics and formation of an organizational plan.
10. Business planning (Financial plan).
11. Investment resources for starting own business.
12. Pitching a business idea.
13. Taxation systems. Income tax / single tax.
14. Accounting and tax accounting: reporting.
15. PEST analysis.
16. Assessment of risks in entrepreneurship.
17. Measuring the environmental and social impact of business.

STRATEGIC MANAGEMENT

Department of Management named after Prof. J. Zavadskiy

Faculty of Agrarian Management

Lecturer	
Term	**8**
Major	**Bachelor degree**
ECTS credits	**5**
Control	**Exam**
Class-room hours	**150 hours (of them: lectures – 36 hours, practical classes – 36 hours)**

Subject overview

The aim of the course “Strategic Management” is to form future specialists in the management of modern managerial thinking, a system of theoretical knowledge and practical skills in the field of strategic management, mastering the ability to take adequate requirements for external environment strategic decisions, use the tools of strategic management in the process of managing the activities and development of enterprises in the market.

The study of the discipline will allow students to gain theoretical knowledge about the essence of the basic concepts of strategic management, learn to use approaches to the analysis of the enterprise environment, methods of evaluation and forecasting future state; learn to formulate a mission, goal, build a "goal tree", make and implement strategic decisions; use models and methods of strategy development in the form of a "strategic set" taking into account the chosen policy of doing business and the potential of the enterprise;

understand the process of strategic planning to ensure its continuity; master the skills of linking management strategy and tactics.

Lectures:

1. Conceptual Foundations of the Theory of Strategic Management.
2. Levels of Strategic Decisions and Typology of Enterprise Strategies.
3. Stages of Strategic Management and Features of Enterprise Strategy Formation.
4. Strategic Analysis of the External Environment of the Enterprise. Diagnostics in the Strategic Management System.
5. Management of the Strategic Position of the Enterprise. Methods and Tools of Strategic (Portfolio) Analysis at the Enterprise.
6. Types of Strategic Management. Mechanisms of the Strategy Implementation.
7. The System of Enterprise Strategies: Generating Strategies and Conditions for Their Implementation.
8. Corporate Strategies.

9. Business (Product) Strategies.
10. The System of Support Strategies.
11. The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise.
12. The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise.

Practical classes:

1. Conceptual Foundations of the Theory of Strategic Management.
2. Levels of Strategic Decisions and Typology of Enterprise Strategies.
3. Stages of Strategic Management and Features of Enterprise Strategy Formation.
4. Strategic Analysis of the External Environment of the Enterprise. Diagnostics in the Strategic Management System.
5. Management of the Strategic Position of the Enterprise. Methods and Tools of Strategic (Portfolio) Analysis at the Enterprise.
6. Types of Strategic Management. Mechanisms of the Strategy Implementation.
7. The System of Enterprise Strategies: Generating Strategies and Conditions for Their Implementation.
8. Corporate Strategies.
9. Business (Product) Strategies.
10. The System of Support Strategies.
11. The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise.
12. The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise.

SYSTEMS OF TECHNOLOGIES: CROP PRODUCTION

Department of Plant Science
Department of Agricultural Machines and
System Technologies named after Academician P.M. Vasylenko

Agrobiological Faculty
Mechanical and Technological Faculty
Specialty 073 Management

Lecturer	**Bohdan Mazurenko / Volodymyr Onyschenko**
Term	**1**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**60 hours (of them: lectures – 30 hours, practical or laboratory classes – 30 hours)**

Subject overview

The main purpose of the discipline is to provide knowledge and skills for the rational selection and effective application of various technological elements aimed at increasing crop productivity, reducing production costs, and enhancing the competitiveness of the obtained agricultural products. The key tasks include acquiring practical skills in producing high-quality, environmentally friendly products with minimal energy and labor costs while maximizing the output per unit of time and unit of area. This requires wide implementation of variety-based, intensive, energy- and resource-efficient, and environmentally sustainable technologies. It also involves the ability to align the cultivation of agricultural crops with market demands. The discipline covers theoretical foundations of occupational safety, legal aspects of occupational safety for workers in plant production, safety techniques in plant production, and fire safety in plant production.

Lectures:

1. Plant science as a discipline and branch of agriculture. The state of modern crop production in Ukraine and the world.
2. Cereals is a basis of crop production.
3. Organizational principles of effective winter wheat cultivation.
4. Early and late spring cereals – organizational principles of effective cultivation.
5. Legumes. Management in cultivation technologies of peas and soybean.

6. Tuber crops. general characteristics features at management of production.
7. Root crops. Sugar beets is a main raw material for sugar production.
8. The place of oil crops in Ukraine and the world. Choosing a crop and management in its cultivation.
9. Sunflower and rapeseed – the main oil crops of Ukraine and the world
10. General issues of the discipline. Tractors and cars. Machines for tillage, fertilization and planting of crops.
11. Machines for plant protection, green harvesting and harvesting of cereal crops.
12. Machines for post-harvest processing of cereals, harvesting corn and potatoes.
13. Machines for harvesting root crops of beets, flax, vegetables and fruit and berry crops.

Classes:

(practical, laboratory classes)

1. General characteristics of cereal crops.
2. Characteristics of crops and their growth phases.
3. Botanical and morphological characteristics of wheat.
4. Morphological structure of corn.
5. Legume crops. Features of growth and development.
6. Potatoes. Botanical characteristics.
7. General characteristics of root vegetables.
8. Characteristics of representatives of the oil crop group.
9. Sunflower. Morphological structure.
10. General issues of the discipline. Tractors and cars. Machines for tillage, fertilization and planting of crops.
11. Machines for plant protection, green harvesting and harvesting of cereal crops.
12. Machines for post-harvest processing of cereals, harvesting corn and potatoes.
13. Machines for harvesting root crops of beets, flax, vegetables, fruits and berry crops.

TECHNOLOGY SYSTEMS: ANIMAL HUSBANDRY

Department of Labor Protection and Biotechnical Systems in Animal Husbandry

Mechanical and technological faculty
Specialty 073 Managment

Lecturer	**As.prof Victor Rebenko**
Term	**1**
Major	**Bachelor degree**
ECTS credits	**1**
Control	**Exam**
Class-room hours	**24 hours (of them: lectures – 12 hours, practical or laboratory classes – 12 hours)**

Subject overview

The section of the discipline Technology Systems: Animal Husbandry – Mechanization of Animal Husbandry allows to provide future specialists with knowledge of the general structure and principle of operation of machines, equipment, units and installations used in livestock enterprises, as well as methods of efficient use of technical means.

As a result of studying the section, the student will know the general structure and workflow of means of mechanization of technological processes in animal husbandry, be able to justify the choice of means for specific production conditions, as well as give an economic assessment of machines at the stages of analyzing the current state and developing new design solutions.

The section of the discipline Technology Systems: Animal Husbandry - Occupational Safety and Health allows future specialists to provide knowledge of the organizational principles of labor protection in animal husbandry, identification of hazards and harmful effects during work and development of measures to reduce production risks.

As a result of studying the section, the student will know the requirements for labor protection and methods of improving working conditions in animal husbandry, be able to find and analyze hazards, justify the choice of labor protection equipment and measures, and make an economic assessment of the decisions made.

Lectures:

Section Mechanization of Animal Husbandry

1. Fundamentals of livestock mechanization. Equipment for keeping and caring for animals.
2. Mechanization of loading, preparation and distribution of feed.
3. Mechanization of water supply and animal watering. Mechanization of manure cleaning and utilization.
4. Mechanization of obtaining of animal products.

Labor protection section

5. Basics of labor protection.
6. Basic safety and hygiene requirements in animal husbandry.

Classes:

(practical, laboratory classes)

Section Mechanization of Animal Husbandry

1. Equipment for animals keeping and microclimate creation.
2. Machines for feed preparation.
3. Equipment for watering systems and manure cleaning.
4. Milking and shearing machines.

Labor protection section

5. Documentation on labor protection
6. Determination of dangerous production factors

TECHNOLOGY SYSTEMS: CROP PRODUCTION
(**Labor protection section**)

Department of Labor Protection and Biotechnical Systems in Animal Husbandry

Mechanical and technological faculty
Specialty 073 Management

Lecturer	**As. prof Victor Rebenko**
Term	**1**
Major	**Bachelor degree**
ECTS credits	**1**
Control	**Exam**
Class-room hours	**8 hours (of them: lectures – 4 hours, practical or laboratory classes – 4 hours)**

Subject overview

The section of the discipline Technology Systems: Crop Production-Occupational Safety and Health allows future specialists to provide knowledge of the organizational principles of labor protection in crop production, identification of hazards and harmful effects during work and development of measures to reduce production risks.

As a result of studying the section, the student will know the requirements for labor protection and methods of improving working conditions in crop production, be able to find and analyze hazards, justify the choice of labor protection equipment and measures, and make an economic assessment of the decisions made.

Lectures:

1. Basics of labor protection.
2. Basic safety and hygiene requirements in crop production.

Classes:
(practical, laboratory classes)

1. Documentation on labor protection.
2. Determination of dangerous production factors.

THEORY OF ORGANISATION

Department of Management named after Prof. J. Zavadskiy

Faculty of Agrarian Management

Lecturer	
Term	**2**
Major	**Bachelor degree**
ECTS credits	**4**
Control	**Exam**
Class-room hours	**120 hours (of them: lectures – 30 hours, practical classes – 30 hours)**

Subject overview

The course "Theory of Organization" studies the nature and essence of the organization and the place of the theory of organization in the scientific knowledge system. The main purpose of the course is to master the theoretical knowledge and practical skills of scientific organization, the processes of formation and development of organizations of different levels; to development of a systematic approach and systematic thinking and analysis of organizations as a complex dynamic system to use the acquired knowledge in their practice. "Theory of Organization" considers organizational relations, which include the study of organizational culture and organizational behavior, organizational communications, subjects and objects of organizational activity, as well as organizational change and innovation.

Lectures:

1. General characteristics of the organization.
2. The organization theory and its place in the scientific knowledge system.
3. Basic organizational theories and models.
4. Organization as a system.
5. The human factor in organizations.
6. Self-organization.
7. Organizational design.
8. Formation of communications in the organization.
9. Conflict management in the organization.
10. Organizational culture.

Practical classes:

1. General characteristics of the organization.
2. The organization theory and its place in the scientific knowledge system.
3. Basic organizational theories and models.
4. Organization as a system.
5. The human factor in organizations.
6. Self-organization.
7. Organizational design.
8. Formation of communications in the organization.
9. Conflict management in the organization.
10. Organizational culture.