

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF
UKRAINE**

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



"ENDORSED"

By the meeting of the Department of
Management named after Prof.

J. S. Zavadskyi

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Head of the Department

Tetiana BALANOVSKA

"REVIEWED"

Guarantor of the Academic Program

Vitalii LUTSIK

**WORK PROGRAM OF THE ACADEMIC DISCIPLINE
"MANAGEMENT OF INNOVATION AND INVESTMENT
ACTIVITIES"
(MANAGEMENT OF INNOVATIVE ACTIVITIES)**

Specialty 073 "Management"

Academic Program Management

Faculty of Agrarian Management

Developer: Vitalii Vakulenko, PhD in Economics, Associate Professor of the
Department of Management named after Prof. J. S. Zavadskyi

Kyiv – 2023

1. Description of the academic discipline
"Management of innovation and investment activities"
(Management of innovative activities)

Field of knowledge, specialty, specialization, educational degree		
Educational degree	"Bachelor"	
Branch of knowledge	07 "Management and administration"	
Specialty	073 "Management"	
Educational program	"Management"	
Characteristics of the academic discipline		
View	Normative	
Total hours	180 (90)	
Number of ECTS credits	6 (3)	
Number of content modules	3 (2)	
Course project (work) (if it is in the working curriculum)	—	
Form of control	Credit	
Indicators of academic discipline for full-time and part-time forms of education		
	full-time education	external form of education
A year of training	3	3
Semester	5	1
Lecture classes	15 hours	4 hours
Practical, seminar classes	30 hours	8 hours
Independent work under the guidance of a teacher	-	-
Individual tasks	45 hours	78 hours
Number of classrooms per week hours for full-time education	3 hours	-

2. Purpose, tasks and competencies of the educational discipline

The purpose of educational discipline is the formation of future managers knowledge and skills in the organization, planning and management of innovation and investment processes at all stages of the life cycle of new products, justification of the choice of the most effective models and methods of organization production of innovative products, strategic process management creation and distribution of innovations; formation of modern managerial thinking about development and implementation by subjects management of any innovations in order to increase their competitiveness and adaptability; mastering theoretical knowledge on organization issues and management of innovation and investment activities, as well as tools, a method of developing innovative development strategies and acquiring practical ones skills and abilities regarding methods of evaluating innovative projects and identifying sources their financing.

The task of the academic discipline is the theoretical preparation of students and formation of their skills regarding the organization of management of innovation and investment activities, namely: determination of the essence of innovation and investment activities processes and methods of their management; refinements of the conceptual apparatus of the theory innovators; determining the place and role of innovation and investment activity in modern world development; analysis of the role of the state in the creation of the mechanism regulation of innovation and investment processes and innovation and investment activities; the essence of the mechanisms of stimulation and financing of the scientific and innovative sphere; theories of decision-making in the field of innovation, methods of analysis efficiency of innovation and investment activities.

Competence acquisition:

Integral competence (IC): The ability to analyze factors that stimulate enterprises to search for innovative ideas; detect factors affecting the success of innovations and factors of failure of new ones goods on the market; to use the tools for planning innovative investment activities; determine the factors affecting the choice of an innovative investment strategy; justify the risks associated with the formation and implementation of the enterprise's innovation and investment strategy; apply criteria for forming an effective innovation and investment strategy; carry out assessment of innovative investment activity; calculate the main indicators efficiency of innovations and investments; explain organizational forms of integration science and production; determine the motives for creating scientific and technical alliances.

General competences (GC):

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

GC 12. The ability to generate new ideas (creativity).

Special (professional) competences (SC):

SC 3. The ability to determine the prospects for the organization's development.

SC 5. Ability to manage the organization and its divisions through implementation management functions.

SC 6. The ability to act socially responsibly and consciously.

SC 7. Ability to choose and use modern tools of management.

Program learning outcomes (PLO):

PLO 8. Apply management methods to ensure the efficiency of organization activities.

PLO 11. Demonstrate the skills of situation analysis and communication in various areas of organization activity.

PLO 23. Demonstrate the ability to develop and implement projects, determine sources of funding and organize project management.

PLO 33. Demonstrate the ability to find sources of funding entrepreneurial activity and the ability to implement entrepreneurial ideas.

3. Program and structure of the academic discipline
"Management of innovation and investment activities"
(management of innovative activities)

CONTENT MODULE 1

THEORETICAL BASIS OF INNOVATIVE ACTIVITY

Topic 1. Innovations in the market economy

Formation of the theory of innovation and its modern concepts. Innovation as a factor of economic growth. Modern aspects of innovations and competition development. The importance of innovative activity for the formation of a modern economic model growth of the national economy of Ukraine.

Content of the concept of "innovation". Reasons for the emergence and spread of innovations. Classification of innovations, innovative processes, innovations. Innovative management as a set of principles, methods and forms of innovative management processes and innovative activities.

General model of the innovation process. The concept of innovative activity, its varieties and components. Assessment of external and internal environment factors influence for innovative activity.

Characteristics of innovative infrastructure. Innovation market. Features of decision-making in innovation management.

Topic 2. Innovative activity as an object of management

The essence of the concepts "innovative process" and "innovative activity". Stages of the innovation process at the macro- and micro-level. Peculiarities of fundamental scientific activity, applied scientific and research developments, design and construction and scientific and technical works, production innovation activity. Assessment of factors influencing the external and internal environment on the innovative activity of the organization. Participants of innovative activities. The task of management of innovative activity. Innovation management technology. The sphere of innovative activity. Market mechanism (market of innovations, market of investments, market of pure competition of innovations) and infrastructure of innovative activity.

Topic 3. Innovative strategy selection

Meaning and concepts of innovative strategy. The main goals of innovative strategic planning. Stages of developing an innovative strategy. Their extended characteristics.

Formulation of general goal and possible goals of the innovative activity of enterprise. Basic requirements for the goals of innovative activity. Peculiarities of the analysis of internal and external environment of innovative enterprise. Analysis of innovative capabilities of organization. Innovative environment evaluation. The state of innovative, scientific and technical potential. Evaluation of ability to implement innovations to technologies and production processes. Assessment of social and

organizational opportunities. Analysis of competitive advantages of organization. Characteristics of the external environment factors of the innovative enterprise.

Types of innovative strategies and their characteristics. Ways of innovative strategies developing. Methods of innovative strategies evaluation and selection. Characteristics of innovative product life cycle. Sequence of preparation of source information for making managerial decisions on the formation of scientific, technical and innovation policy of organization.

Topic 4. Organizational forms of innovative activity

Principles of organization of innovative processes according to the cycle "research - production - diffusion - commercialization". Types of scientific, project and innovative organizations. The content of the concepts "techno park", "technopolis", "innovation incubator". Information support of innovative processes. Organization of scientific innovations implementation and transfer. Small innovative business, life cycle and development trends. Peculiarities of management in scientific organizations and small innovative enterprises. Innovative venture funds. The role of venture business in the development of innovative activity. Scientific and technical cooperation. Integration of science and production. Competition and cooperation in the field of modern innovative technologies. Types of production and technological cooperation.

CONTENT MODULE 2

INNOVATIVE DEVELOPMENT OF ENTERPRISE AND EFFICIENCY OF INNOVATIVE ACTIVITIES DETERMINING

Topic 5. Management of innovative development of organization

Strategic management of innovative development of organization. Strategy of innovations and their classification. Innovative policy and innovation strategy of organization. Peculiarities of development, implementation and implementation of innovation strategy. Innovative activities planning. Product and thematic, technical and economic, operational and calendar planning of innovations. The influence of management structure on organization innovative capabilities. Coordination of the organizational structure of management with the innovation strategy. Motivational mechanism of innovative activity. Forms and methods of stimulating innovative activity. Organizational and economic forms of stimulating the innovative activity of employees.

Topic 6. Technology transfer

The essence of technology transfer and its types. Innovative project: concepts and main types. The life cycle of innovative project. Financing of an innovative project. Management of implementation of innovative projects. Resource provision of innovative project. Information support. Creation and use of various organizational forms of project management. Personnel management in the process of innovative project implementing. Project risk management. Classification of risks. Quantitative assessment of risks. Methods of uncertainty and risk analysis. Risk management methods.

Topic 7. Evaluation of innovation effectiveness

Effectiveness of innovative activity. Characteristics of the results and efficiency of costs for innovative activities. Innovative activity as an investment object.

Justification of the economic efficiency of the innovative project. Criteria of investment attractiveness and evaluation of innovative projects. Methods of innovative projects evaluation. Analysis of innovative projects in conditions of uncertainty. Assessment of the impact of uncertainty on the effectiveness of an innovative project. Consideration of project risks in the assessment of the effectiveness of innovative projects.

Topic 8. Legislative regulation of innovative activity

The purpose and main principles of the state innovation policy. Legislation system in the field of innovative activity. The essence and forms of state regulation of innovative activity.

The role of the state in the implementation of innovative activities. The state as the head subject of innovative activity. Ways of state influence on innovative processes efficiency.

Methods and directions of state support for innovative activities. Formation of the national model of innovation activity regulation. State, private and public structures influence.

The current state and prospects for the development of innovative activity in Ukraine. Features of innovative development in leading industrial and post-industrial countries of the world.

The structure of the academic discipline

Names of content modules and topics	Number of hours											
	Full-time						Correspondence form					
	In total	including					In total	including				
		l	p	lab	ind	s.r.		L	p	lab	ind	s.r.
Content module 1. Theoretical basis of innovative activity												
Topic 1. Innovations in the market economy	11	2	3	-	-	6	11	0,5	1	-	-	9,5
Topic 2. Innovative activity as an object of management	11	2	4	-	-	5	11	0,5	1	-	-	9,5
Topic 3. Innovative strategy selection	12	2	4	-	-	6	12	0,5	1	-	-	10,5
Topic 4. Organizational forms of innovative activity	11	2	4	-	-	5	11	0,5	1	-	-	9,5
Together according to content module 1	45	8	15	-	-	22	45	2	4	-	-	39
Content module 2. Innovative development of enterprise and efficiency of innovative activities determining												
Topic 5. Management of innovative development of organization	11	2	4	-	-	5	11	0,5	1	-	-	9,5
Topic 6. Technology transfer	11	1	3	-	-	7	11	0,5	1	-	-	9,5
Topic 7. Evaluation of innovation effectiveness	12	2	4	-	-	6	12	0,5	1	-	-	10,5
Topic 8. Legislative regulation of innovative activity.	11	2	4	-	-	5	11	0,5	1	-	-	9,5
Together according to content module 2	45	7	15	-	-	23	45	2	4	-	-	39
Only hours	90	15	30	-	-	45	90	4	8	-	-	78

4. Topics of seminar classes

Not provided for in the curriculum

5. Topics of practical classes

No s/p	Topic name	Number Hour
1	Topic 1. Innovations in the market economy	3
2	Topic 2. Innovative activity as an object of management	4
3	Topic 3. Innovative strategy selection	4
4	Topic 4. Organizational forms of innovative activity	4
5	Topic 5. Management of innovative development of organization	4
6	Topic 6. Technology transfer	3
7	Topic 7. Evaluation of innovation effectiveness	4
8	Topic 8. Legislative regulation of innovative activity.	4
	Together	30

6. Topics of laboratory classes

Not provided for in the curriculum

7. Topics of independent studies

No s/p	Topic name	Number Hour
1	Topic 1. Innovations in the market economy	6
2	Topic 2. Innovative activity as an object of management	5
3	Topic 3. Innovative strategy selection	6
4	Topic 4. Organizational forms of innovative activity	5
5	Topic 5. Management of innovative development of organization	5
6	Topic 6. Technology transfer	7
7	Topic 7. Evaluation of innovation effectiveness	6
8	Topic 8. Legislative regulation of innovative activity.	5
	Together	45

8. Samples of control questions, tests to determine the level of knowledge acquisition of students

1. What is the significance of the scientific and technical novelty of the innovation for consumer of products and for its producer?
2. The impact of innovation on the economic development of countries.
3. What functions does innovative management perform?
4. What factors led to the emergence of innovative management as independent management activity?
5. Why is innovative management considered a "stabilizer of crisis moments" in the company's activity?

6. What is the life cycle of a technology or product?
7. What are the stages of the product life cycle, starting with research work?
8. What is the peculiarity of the offensive plan when extending the life cycle product?
9. What is the defense plan during the extension of the life cycle product?
10. What does the return of research work depend on?
11. Cycles of economic development.
12. Participants of the innovation process.
13. Model of the innovation process.
14. Tasks of innovative management and innovative managers.
15. Types of innovative activity.
16. What are the characteristic features of an innovative organization?
17. What are the features of managing innovation creation processes?
18. What factors ensure the success of innovations?
19. How do you understand the definition of the term "innovation" as "new value"?
20. Why is the result of innovation considered "new wealth"?
21. What is the main reference point when creating innovations?
22. What are the main sources of innovation?
23. What types of behavior of organizations in the market do you know?
24. Definition of innovation.
25. Signs that form the basis of the classification of innovations
26. Product and process innovations.
27. Classification of innovations taking into account effectiveness and direction innovation process.
28. Types of innovations by areas of their implementation.
29. Evaluation of novelty of innovations.
30. Interconnection and complex nature of innovations.
31. To reveal the concept of basic innovation.
32. To reveal the concept of improving innovation.
33. Spheres of influence of innovative processes on the functioning of the enterprise.
34. Organizational activity at the state level of innovation management process
35. Organizational activity at the entrepreneurial level of management innovative process.
36. Organizational structures and forms of introducing innovations into business.
37. Techno parks and technopolises.
38. Conditions for investing in innovative activities.
39. Financial and industrial groups (FPG).
40. Principles of FPG formation and organization of innovative technologies processes in FPG.
41. Delegation of powers to FPG. Motivation and control of innovation activities of FPG participants.

42. Organizational forms of small innovative firms and their main functions.
43. The role of technology parks in stimulating small innovative entrepreneurship.
44. Legislative base of technology parks in Ukraine.
45. Principles of building financial and industrial groups in Ukraine.
46. Organization of the FPG technological chain.
47. Competitive selection of participants of the FPG technological chain.
48. Principles of development and planning of innovative strategy.
49. Models of innovative strategy.
50. The relationship between the innovative strategy and the phases of the product life cycle.
51. Cyclical innovation strategy.
52. Methods of determining national and global trends in the development of innovative ideas
53. Explain the concept of innovative strategy.
54. What is the purpose of strategic planning of innovative activities?
55. What are the main factors that the general goal of innovation should take into account enterprises?
56. Name the main blocks of the organization's innovation strategy development scheme.
57. Name the main phases of the life cycle of an innovative product.
58. Classification of production technologies.
59. Structure of innovation implementation.
60. Business technologies and business processes in innovative management.
61. Management of industrial relations in innovative activities.
62. Problems and features of innovation management in the field energy saving
63. Features of innovation management in the field of material production products.
64. Problems and features of information technology management and intelligent products.
65. Target groups in the development and implementation of innovations.
66. Formation of an innovative team and candidate selection methods.
67. Principles of employee motivation in the innovation field.
68. Modes of work in innovative organizations.
69. Personnel planning of innovative activities.
70. What are the requirements for managers of innovative enterprises?
71. What is the essence of the motivation of the personnel of innovative enterprises?
72. Name what groups of employees are distinguished by types of motivation?
73. What modes of work are used in innovative organizations?
74. What is meant by the target group in innovative organizations?
75. Types of innovative and research projects.
76. The main content of the innovative project.

77. Content of analytical tasks in the development and implementation of innovative projects.
78. Projects for the development of the material and technical base of scientific research and creation of information systems and databases.
79. Management of the innovation creation project at various stages of their life cycle.
80. What types of research projects are used in modern innovation processes?
81. Explain the essence of the initiative project.
82. Reveal the main content of the material and technical base development project.
83. Describe the content of the innovative project.
84. List the main stages of the innovation life cycle.
85. Describe the content of the technical task for the development of an innovation.
86. Tasks and main methods of examination.
87. Methods of choosing the optimal variant of an innovative project.
88. Indicators of profitability of an innovative project.
89. Functional and cost analysis of an innovative object.
90. Ways to reduce the risk of innovative projects.
91. What is the purpose of the examination of innovative projects?
92. Methods of carrying out examination of innovative projects.
93. What rights do experts have when evaluating projects?
94. What is the essence of a strategic approach to enterprise management?
95. What is the essence of the expert evaluation of projects that are carried out under government contracts?
96. What is the discounting method?
97. Define the payback period of an innovative project.
98. Types of effects from the implementation of innovations.
99. Main indicators of the overall effectiveness of innovations.
100. Integral effect from the introduction of an innovative product.
101. Index of profitability, norm of profitability.
102. Payback period of an innovative product.
103. The effect of an innovative technology entering the foreign market.
104. Patents and licenses.
105. Types and classification of licenses.
106. Methods of calculating interest or percentage ratios by the licensee.
107. Will highlight the process of formation of the license price.
108. Clarity of the essence of royalties.
109. List the types of effect from the implementation of innovations.
110. Name the main indicators of the general economic efficiency of innovations.
111. How is the profitability index of innovative activity determined?
112. How is the rate of profitability of innovative activity determined?
113. How to calculate the payback period of an innovative product?

114. What is the essence of license trade in innovations?
115. What does the term "lump sum payment" mean?
116. Name the peculiarities of the formation of the license price.
117. Main aspects of state innovation policy.
118. The main functions of state bodies in innovation processes.
119. Methods and tools of state influence on the efficiency of innovative activity.
120. State regulation of international relations in the field of innovation.
121. Political aspects of the international transfer of innovative technologies.
122. Socio-economic aspects of the international transfer of innovations technologies
123. What is the national significance of innovation for the economy state?
124. What innovations affect the security of the state?
125. Explain the essence of state innovation policy.
126. How does the state influence the effectiveness of innovative activities?
127. Innovations and methods of their protection.
128. The Eurasian Patent Convention is the basis of the regional protection system industrial property.
129. Principles of legal protection of industrial property in Ukraine.
130. Basic provisions of the theory of solving inventive tasks.
131. Tools and information funds of inventive activity.
132. Scientific and industrial associations.
133. Scientific and research activities at enterprises.
134. Reveal the features of scientific and technical process management in Ukraine.
135. Reveal the structure and forms of management of the development of science in Ukraine.
136. Reveal the peculiarities of conducting scientific research in scientific and industrial associations.

Tests to determine the level of knowledge acquisition by students

1. How is the term "innovation" defined in the Law of Ukraine "On Innovation activity"?
 - a) an idea that has been brought to practical application in market conditions;
 - b) a set of advanced knowledge and skills used in technology, technologies, production organizations that have an effect on other objects;
 - c) newly created (applied) and (or) improved competitive one's technologies, products or services, as well as organizational and technical industrial, administrative, commercial or other decisions of a nature that significantly improves the structure and quality of production and (or) social sphere;
 - d) development of a new product, the analogue of which does not exist in Ukraine.

2. Who first introduced the term "innovation" into economic theory?

- a) F. Kene;
- b) A. Fayol;
- c) J. Schumpeter;
- d) M. Weber.

3. The classification of innovations according to the degree of novelty involves their division into:

- a) basic, improving and pseudo-innovations;
- b) technological, product, organizational and managerial, economic, social, legal;
- c) single, diffuse;
- d) replacing, canceling, turning, opening, retro-introduction.

4. What belongs to the objects of innovative activity?

- a) innovative programs and projects, new knowledge and intellectual products;
- b) traditional functional scientific and technical departments;
- c) temporary research and production teams;
- d) investment funds.

5. What is the period between the appearance of an innovation and its implementation called?

- a) payback period of the innovation;
- b) lifetime of innovation;
- c) innovation lag;
- d) the period of commercialization of the innovation.

6. What organizational forms can innovative enterprises have according to the Law of Ukraine "On Innovative Activity"?

- a) innovation center, technology park, technopolis, innovation business incubator, etc.;
- b) scientific and technical centers;
- c) research laboratories;
- d) state innovation funds.

7. What types of innovations are covered by current international assembly regulations innovation data?

- a) product innovations, process innovations, market innovations;
- b) product, process, marketing, organizational;
- c) basic, improving and pseudo-innovations;
- d) technological, product, organizational and managerial, economic, social, legal.

8. The source of venture capital can be:

- a) free financial resources of pension and charity funds;
- b) banks;
- c) insurance companies;
- d) all answers are correct.

9. Forecasting global changes in the economic situation and search and implementation of large-scale innovative projects aimed at effective the functioning and development of the organization in the long term is...

- a) operational management of innovative activities;
- b) strategic management of innovative activities;
- c) business planning of innovative activities;
- d) investment and innovation design.

10. Give a detailed definition of the concept of "innovation process":

- a) parallel-sequential implementation of research, innovation, economic activity based on marketing research;
- b) the process of transforming scientific knowledge into a satisfying innovation new social needs; a sequential chain of actions covering all stages creation of a novelty and implementation in practice;
- c) the process of financing and investing in the development and distribution of new products type of products or services;
- d) the process of creating new products (services).

11. How is the term "innovative activity" defined in the Law of Ukraine "About innovative activity"?

- a) activities aimed at the use and commercialization of results scientific research and development and determines the release of new ones to the market competitive goods and services;
- b) innovation;
- c) investments, innovations;
- d) activities aimed at the commercialization of scientific results research and development.

12. According to Peter Drucker, the sources of innovative opportunities are:

- a) unexpected events for the company or industry;
- b) inconsistency of reality with ideas about it;
- c) the need for a technological process;
- d) all answers are correct.

13. The innovative policy of the enterprise provides for:

- a) creation of new jobs;
- b) renewal of manufactured products;
- c) increasing the technical and technological level of production;
- d) diversification of production.

14. What level of risk is typical for the stage of the innovation process "basic research"?

- a) very high;
- b) tall;
- c) average;
- d) low.

15. How is the term "innovative enterprise" defined in the Law of Ukraine "About innovative activity"?

- a) an enterprise (association of enterprises) that develops, produces and implements innovative products or products or services, the scope of which is in monetary terms exceeds 70% of its total volume of production or services;
- b) traditional functional scientific and technical departments;
- c) an enterprise (association of enterprises) that develops, produces and implements innovative products or products or services, the scope of which is in monetary terms exceeds 50% of its total volume of production or services;
- d) temporary research and production teams

16. A set of methods of influence of management subjects on participants innovative process in order to encourage them to create and implement innovation is...

- a) technology transfer;
- b) innovation management technology;
- c) diffusion of innovations;
- d) stimulation of innovations.

17. Transfer to entities that are not the authors of technological innovations, the right to their use through the sale of licenses and the provision of engineering services are...

- a) technology transfer;
- b) commercialization of innovations;
- c) innovation planning;
- d) innovation marketing.

18. Sources of funding for the commercialization of the novelty and its diffusion, as a rule, there are:

- a) state budget;
- b) funds of customers;
- c) own funds of entrepreneurial structures, loans, funds of firm partners;
- d) funds of techno parks.

19. What innovative strategy is associated with the firm's desire to achieve technical and market leadership through creation and implementation new products:

- a) offensive;
- b) protective;
- c) imitative;
- d) dependent.

20. A set of incentives that form employees' motivation preferences regarding the use of innovation as the main means of acquisition the organization of competitive advantages is...

- a) personnel potential;
- b) intellectual potential;
- c) motivational mechanism of innovative activity;
- d) innovative potential.

21. Which of the innovative development models is a complete model of the innovation cycle - from the emergence of an innovative idea to a mass one production of the finished product?

- a) Euro-Atlantic model;
- b) East Asian model;
- c) alternative model;
- d) "triple spiral" model.

22. Methods of direct stimulation of innovative activity include:

- a) allowances, bonuses, salary, rewards, career development;
- b) pension provision, insurance, benefits, rewards, bonuses, allowances, salary;
- c) payment of travel to scientific conferences, payment of membership in scientific conferences societies;
- d) acquisition of shares.

23. How is the term "innovative infrastructure" defined in the Law of Ukraine "On innovative activity"?

- a) a set of enterprises, organizations, institutions, their unions, associations any form of ownership providing security services innovative activity;
- b) the entire set of elements of the investment (capital) market;
- c) all objects and subjects of the market of pure innovation competition;
- d) a set of objects in the scientific and research sphere of activity.

24. How is the purpose of state control in the field of innovation determined activities in accordance with the Law of Ukraine "On Innovative Activities"?

- a) ensuring compliance by all its subjects with the requirements of legislation regarding innovative activity;
- b) profitable use of innovations in the form of new technologies, new ones types of products or services;
- c) development of a new sales market;
- d) monitoring of profitability indicators of innovative projects.

25. What is the essence of "incubator" programs?

- a) priority support of small innovative entrepreneurship;
- b) support of any enterprises;
- c) support of intermediary enterprises;
- d) provision of financial resources.

26. How is state regulation of innovative activity carried out?

- a) definition and support of priority areas of innovative activity;
- b) formation and implementation of state, branch, regional and local innovative programs;
- c) creation of a legal framework and economic mechanisms for support and stimulation of innovative activity;
- d) all answers are correct.

27. Strategic management of innovative activities includes:

- a) development of plans and programs of innovative activity;
- b) substantiation of projects to create new products;
- c) development of effective organizational forms of implementation management innovative projects;
- d) all answers are correct.

28. Techno park is:

- a) organizational structure, the purpose of which is to create favorable conditions for effective activity of newly formed small innovative firms that implement new scientific ideas-innovations;

- b) territorial separate complex, based on the base of the leading university, which includes scientific and industrial institutions enterprises, information, service and exhibition complexes;
- c) organizations created by local authorities or large one's companies for the purpose of introducing new types of business;
- d) organizations created for the purpose of developing a specific scientific and practical problem for a certain period.

29. What belongs to the principles of state innovation policy?

- a) ensuring interaction of science, education, production, finance and credit spheres in the development of innovative activity;
- b) working out new knowledge, tracking changes in perception and needs market development;
- c) use of traditional strategies, proven management methods;
- d) implementation of planning instructions.

30. The imitative innovation strategy involves:

- a) acquisition of innovation licenses, innovator enterprises;
- b) formation of quality circles;
- c) formation of risk divisions of the company;
- d) carrying out research on developments.

9. Teaching methods

Teaching methods are methods of joint activity and communication between the teacher and students of higher education, which ensure the development of positive motivation for learning, mastering the system of professional knowledge, abilities and skills, the formation of a scientific worldview, the development of cognitive powers, the culture of mental work of future specialists.

The following teaching methods are used during the educational process:

Depending on the source of knowledge: verbal (explanation, conversation, discussion, dialogue); visual (demonstration, illustration); practical (solving problems, business games).

According to the nature of cognitive activity: explanatory and visual problem presentation; partly search and research methods.

By place in educational activity:

- methods of organization and implementation of educational activities, combining verbal, visual and practical methods; reproductive and problem-searching; methods of educational work under the guidance of a teacher and methods of independent work of students of higher education;

- methods of stimulating and motivating educational work, including cognitive games, educational discussions, role-playing situations;

- methods of control and self-control of educational activities: methods of oral and written control; individual and frontal, thematic and systematic control.

In the process of teaching an academic discipline, the following educational technologies are used to activate the educational and cognitive activity of students of higher education:

- working in small groups makes it possible to structure practical-seminar classes in terms of form and content, creates opportunities for the participation of each student of higher education in work on the topic of the class, ensures the formation of personal qualities and experience of social communication;

- seminars-discussions provide for the exchange of thoughts and views of the participants on a given topic, and also develop thinking, help form views and beliefs, the ability to formulate opinions and express them, teach to evaluate other people's proposals, to critically approach one's own views;

- brainstorming - a method of solving urgent tasks, the essence of which is to express as many ideas as possible in a limited period of time, discuss and carry out their selection;

- case method – a method of analyzing specific situations, which makes it possible to bring the learning process closer to the real practical activity of specialists and involves consideration of production, management and other situations, complex conflict cases, problem situations, incidents in the process of learning educational material;

- presentations – speeches in front of the audience, used to present certain achievements, results of the group's work, a report on the performance of individual tasks, instruction, demonstration;

- didactic games – a method of imitation (imitation, reflection) of making management decisions in various situations according to rules that have already been developed or formed by the participants themselves, is implemented through the independent solution of the given problem by students of higher education, provided that the necessary knowledge is insufficient, when there is a need to independently master new content or look for new connections in already learned material;

- banks of visual support contribute to the activation of creative perception of the content of the discipline with the help of visualization.

10. Forms of control

According to the "Regulations on examinations and assessments at the National University of Bioresources and Nature Management of Ukraine", approved by the Academic Council of the National University of Bioresources and Nature Management of Ukraine on April 26, 2023, protocol No. 10, the types of knowledge control of higher education students are current control, intermediate and final attestation.

Current control is carried out during practical and seminar classes and is aimed at checking the level of readiness of higher education applicants to perform specific work.

Intermediate attestation is conducted after studying the program material of each content module.

Intermediate attestation should determine the level of knowledge of the students of higher education from the program material of the content module (rating assessment from the content module), obtained during all types of classes and independent work.

Forms and methods of conducting intermediate certification, assimilation of the program material of the content module are developed by the lecturer of the discipline and approved by the relevant department in the form of testing, written control work, etc.

The assimilation of the program material of the content module by the student of higher education is considered successful if the rating is not less than 60 points on a 100-point scale.

Enrollment of all educational material of a discipline does not exempt a student of higher education from taking an exam in this discipline.

After conducting intermediate attestations for the content modules and determining their ratings, the lecturer of the discipline determines the rating of the student of higher education from the educational work of the R_{HP} (no more than 70 points) according to formula (1):

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{3M} \cdot K^{(1)}_{3M} + \dots + R^{(n)}_{3M} \cdot K^{(n)}_{3M})}{K_{DIS}}, \quad (1)$$

where $R^{(1)}_{3M}, \dots, R^{(n)}_{3M}$ – are rating grades from content modules on a 100-point scale;

n – number of content modules;

$K^{(1)}_{3M}, \dots, K^{(n)}_{3M}$ – the number of credits of the European Credit Transfer and Accumulation System (ECTS) (or hours) provided for in the working curriculum for the corresponding content module;

$K_{DIS} = K^{(1)}_{3M} + \dots + K^{(n)}_{3M}$ – the number of ECTS credits (or hours) provided for by the working curriculum for the discipline in the current semester.

Formula (1) can be simplified if accepted $K^{(1)}_{3M} = \dots = K^{(n)}_{3M}$. Then it will look like

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{3M} + \dots + R^{(n)}_{3M})}{n}. \quad (2)$$

The rating of the student of higher education on academic work is rounded to the nearest whole number.

The rating for academic work can be affected by the rating from additional work and the penalty rating.

Final attestation includes semester and state attestation of students of higher education.

Semester attestation in the academic discipline "Management of innovation and investment activities"(management of innovative activities) is conducted in the form of a semester credit.

11. Distribution of points received by students

The assessment of the knowledge of a higher education student takes place on a 100-point scale and is translated into national assessments according to the table. 1 "Regulations on examinations and credits at the National University of Bioresources and Nature Management of Ukraine", approved by the Scientific Council of NUBiP of Ukraine on April 26, 2023, protocol No. 10.

Rating of a higher education applicant, points	The assessment is national according to the results of the assembly	
	Exams	credits
90-100	Perfectly	Enrolled
74-89	Fine	
60-73	Satisfactorily	
0-59	Unsatisfactorily	Not counted

In order to determine the rating of a higher education seeker for mastering the RDYS discipline (up to 100 points), the obtained rating from the certification (up to 30 points) is added to the rating from the RHP educational work (up to 70 points):

$$R_{\text{дис}} = R_{\text{HP}} + R_{\text{AT}}. \quad (3)$$

12. Educational and methodological support

1. Work program for studying the discipline "Management of innovation and investment activities" (management of innovative activities)

2. Electronic training course "Management of innovation and investment activities" (management of innovative activities) :
<https://elearn.nubip.edu.ua/enrol/index.php?id=3816>

13. Recommended sources of information

Main:

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5. Інноваційний менеджмент / А. В. Череп та ін. Київ: Кондор, 2018. 442 с.

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7. Микитюк П. П. Управління інноваціями: навчальний посібник. Тернопіль: ТНЕУ, 2013. 391 с.

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Additional:

1. Аналіз інвестиційно-інноваційної діяльності підприємств: монографія. Тернопіль: ТзОВ «Терно-граф». 2009. 304 с.

2. Василенко В. О., Ткаченко Т. І. Стратегічне управління підприємством: навчальний посібник. Київ: Центр навчальної літератури, 2004. 400 с.

3. Бізнес-планування: навчальний посібник / Васильців Т. Г. та ін. Київ: Знання, 2013. 173 с. URL: <http://www.lac.lviv.ua/fileadmin/www.lac.lviv.ua/data/kafedry/Ekonomiky/Docs/Biznes-planuvannja.pdf>

4. Гончар О. І. Формування комплексу елементів інноваційного забезпечення механізму управління потенціалом підприємства. *Актуальні питання комплексного оцінювання інноваційної діяльності промислових підприємств*: монографія / О. О. Орлов, О. І. Гончар, С. В. Ковальчук, Є. Г. Рясних. Хмельницький: ХНУ, 2017. 552с.

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