



**SUMY
STATE
UNIVERSITY**

Programme Handbook 2018

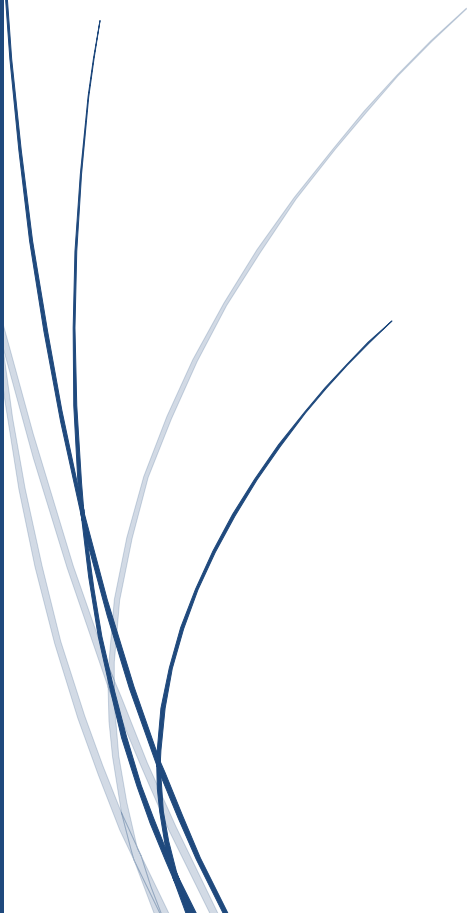
**Oleg Balatskyi Academic and Research Institute of Finance,
Economics and Management**

**Department of Economics,
Entrepreneurship and Business Administration**

Validated by Sumy State University, Sumy, Ukraine

Business Administration

Master's Programme



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PART 1. PROGRAMME SPECIFICATION

General information	
Full official name of a higher education institution	Sumy State University
Full name of a structural unit	Oleg Balatskyi Academic and Research Institute of Finance, Economics and Management Department of Economics, Entrepreneurship and Business Administration
Higher education degree and title of qualification	Master in Management
Official title of the study programme	Business Administration
Type of degree award and credit value	Master's Degree, Single Diploma, 90 ECTS credits
Availability of programme accreditation	Certificate of Ministry of Education and Science of Ukraine НД-IV #1924817. Valid until 01.07.2018
Cycle/level of higher education	National Qualifications Framework of Ukraine – the 7th level, QF-LLL – the 7th level, FQ-EHEA – the second cycle
Preconditions	Bachelor's, Specialist or Master's degree
Language(s) of instruction	English, Ukrainian
Time frames of the study programme	Till 01.07.2028
Internet address with the permanent location of the study programme description	http://sumdu.edu.ua/int/en/study/ma-programmes.html
Aims of the study programme	
<p>The program is developed according to the university mission; it is aimed at:</p> <ul style="list-style-type: none"> - developing students' profound knowledge of management and administration of firms, institutions, organizations and their subdivisions with a broad access to employment; - forming students' critical thinking and their ability to continue education; - training qualified specialists capable of identifying and solving complex tasks and practical problems in the field of firms' management and business administration on the basis of mastering the system of competencies; - forming a global vision of business. 	
Description of the study programme	
Subject area of the study programme	Management and administration
Orientation of the study programme	Educational and professional program. It emphasizes developing the ability to solve complex tasks and practical

	problems in the field of management and business administration.
The main focus of the study programme and its majors	General education in management. The program forms fundamental knowledge, skills and abilities in commercial management, in the administration of firms, institutions, organizations and their departments, taking into account the modern trends in economic knowledge (theories, methods, applied economic and managerial mechanisms). Keywords: administration; business; economics; management; organization.
Peculiarities of the study programme	Possibility of internal and international academic mobility; fully conducted in English, dual training program (internship for up to 5 months in leading domestic and foreign companies).
Graduate ability for employment and further education	
Employability	Director (head, other manager) of firms; Projects and programs manager in the field of material or non-material production; Director (manager) of a small industrial firm; Director (manager) of a small trading firm; Manager; Wholesale trade manager; Household and non-food products retail trade manager; Retail Manager; Vehicle trade Manager; Administration Manager; Logistics Manager; Consulting Manager; Sales Manager; International Business Manager; Economic Advisor; Assistant Director.
Further education	Possibility to continue economic education on the third (Doctor of Philosophy) level of higher education, as well as to improve qualification and receive additional postgraduate education.
Teaching and assessment	
Teaching and learning	Student-centred learning, problem-oriented learning, e-learning in the OCW system of Sumy State University, self-education. Teaching is conducted in the form of: lectures, multimedia presentations, interactive lectures, tutorials, seminars, practical trainings, situational games. Student independent work with the possibility of consulting with a teacher, e-learning for some educational components, individual classes, group project work and dual training (17-weeks practice-oriented training on the bases of practice) are also envisaged.

Assessment	<p>Formative assessment – written comments and instructions of lecturers during the study process, forming of self-assessment skills, involvement of students in mutual evaluation.</p> <p>Summative assessment – written exams, current assessment of student's knowledge (in the form of writing essays, presentations, tests), presentation of practice report and course papers (projects) and public defence of graduation paper (master's thesis).</p>
Programme competencies	
Integral competence	<p>Ability to solve complex tasks and problems in the sphere of management and administration in organisations or during studying, by providing research and/or innovations in terms of uncertainty of conditions and requirements.</p>
General competencies	<p>GC.1. Ability to conduct research at the appropriate level; GC.2. Ability to communicate with representatives of various professional groups and in an international context; GC.3. Skills in using information and communications technologies for searching, processing, analysing of information from different sources and decision-making skills; GC.4. Ability to organise and motivate people to move towards a common goal, to work in a team; GC.5. Ability to act on ethical grounds, socially responsible and consciously; GC.6. Ability to identify and solve problems, generate new ideas.</p>
Subject specific competences	<p>SC.1. Ability to choose and use concepts, methods and management tools, also in accordance with international standards; SC.2. Ability to establish the criteria by which the organization determines further directions of development; to develop and implement relevant strategies and plans; SC.3. Ability to self-development, lifelong learning and effective self-management; SC.4. Ability to use and develop human resources in the organization efficiently; SC.5. Ability to create and organize effective communications in management process; SC.6. Skills to form and demonstrate leadership qualities; SC.7. Ability to design and manage projects, to show initiative and entrepreneurial skills; SC.8. Ability to use psychological technologies for work with staff; SC.9. Ability to analyse and structure organization's problems, to make managerial decisions and to provide conditions for their implementation; SC.10. Ability to manage the organization and its changes;</p>

	<p>SC.11. Skills to manage organisation strategic activity, its business processes, including its international level;</p> <p>SC.12. Ability to make managerial decisions in the conditions of company resources scarcity based on the modern methods of economic theory and sustainable development.</p>
Programme learning outcomes	
<p>LO.1. Apply concepts, methods and management tools for effective and efficient management of the organization;</p> <p>LO.2. Establish relations between elements of the organization management system;</p> <p>LO.3. Apply skills of project management and justification, generation of entrepreneurial ideas;</p> <p>LO.4. Plan the organization's activities at the strategic and tactical level;</p> <p>LO.5. Organize and communicate with representatives of various professional groups and in an international context;</p> <p>LO.6. Practice the use of modern information and communications technologies in management;</p> <p>LO.7. Justify personal point of view in a discussion based on ethical considerations and socially responsible;</p> <p>LO.8. Demonstrate the ability to interact with people and to influence people's behaviour;</p> <p>LO.9. Identify the ability to self-development, lifelong learning and effective self-management;</p> <p>LO.10. Be able to analyse and structure the organization's problems, to make managerial decisions and to ensure the conditions for their implementation;</p> <p>LO.11. Be able to manage the organization, its changes, carrying out its informational, methodical, material, financial and employees support, including in accordance with international standards and recommendations of perfection models;</p> <p>LO.12. Demonstrate innovation skills and identify alternative managerial decisions;</p> <p>LO.13. Be able to analyse and offer contemporary corporate strategy, including its international level;</p> <p>LO.14. Be able to organize operational management and control of business processes in the organization;</p> <p>LO.15. Demonstrate the ability to make managerial decisions based on modern methods of economic theory;</p> <p>LO.16. Identify and critically analyse the social, environmental, and economic dimensions of sustainability in terms of organization management.</p>	
Resources available for the study programme implementation	
Human resources	<p>The main structure of the teaching staff of the educational program consists of the teaching staff of the Department of Economics, Entrepreneurship and Business Administration of the Oleg Balatskyi Academic and Research Institute of Finance, Economics and Management. Also, the teaching staff of other departments of the Oleg Balatskyi Academic and Research Institute of Finance, Economics and Management is involved in the teaching of certain courses in accordance with their competence and experience.</p>

	<p>Lecturers taught within the framework of the program are active and recognized scholars who publish their papers in domestic and foreign journals and books. They have the appropriate professional competence and experience in the field of teaching, research and pedagogical activities, they participate in international projects, grants and international internship.</p> <p>The practice-oriented type of the educational program involves the broad participation of practitioners from the business relevant to the direction of the program. In particular, executives and managers from different regional companies in various fields of economy, such as: JSC «Technologia», PC «Specobladnannia», JSC «PrivatBank», Kusum Pharm LLC, Keramey LLC, Avis-Ukraine LLC and others.</p> <p>The head of the project team and the teaching staff that provides the implementation of the program meets the requirements defined by the Licensing conditions for the educational activities of educational institutions.</p>
<p>Material and technical support</p>	<p>The educational process takes place in specialized educational rooms equipped with audio-visual equipment and necessary technical means. The classrooms and logistical support of all departments are involved in providing the educational process due to the program.</p> <p>Training sessions are held in 24 multimedia classrooms, 6 computer classes equipped with licensed operating systems from Microsoft and software packages from Microsoft, Autodesk, Intel, Delcam, Adobe, Abbyy, Cisco, AnSys, Solid Works, Symantec, NetClass Pro, MikTeX, Profix, etc. Modern information and communication technologies are used: distance education, information system “Testing” and e-learning, information and library system, SSU web system.</p> <p>The educational process involves the material and technical base of such enterprises as Guala Closures Ukraine LLC, JSC «Technologia», PC «Specobladnannia», JSC «PrivatBank», Keramey LLC, Avis-Ukraine LLC, etc., that allows to integrate the training of students with scientific and economic activities of companies.</p>
<p>Information, learning and methodic provisions</p>	<p>Students and teachers can use the library and information corps, interuniversity scientific library, libraries and library rooms at the educational and scientific structural subdivisions of the university. There are also virtual electronic reading rooms. Information resources of SSU Library for the educational program are formed in accordance with the subject area and current trends of scientific research in this field. Students can access printed publications in different languages, including monographs, tutorials, textbooks, dictionaries, etc. In</p>

	<p>doing so, they can browse the literature using traditional library search tools or use Internet access and databases (Electronic Library and Electronic Catalogue). Students can use Ukrainian Research and Academic Network URAN, Electronic library of Ukraine ELibUkr, Scopus, Web of Science and The Journal of Solid Waste Technology and Management. Access to all library databases is provided on the University's internal network.</p> <p>Students also use methodological materials prepared by teachers: textbooks, presentations for lectures, lecture notes, instructions for practical classes, labs, seminar, individual tasks, etc. Methodical materials can be provided both in printed and electronic form.</p> <p>The e-learning system provides access to Ukrainian and English language education materials, 150 virtual simulators and interactive demonstrations, 60 test tasks, and 400 other e-learning teaching materials. OCW platform of SSU has been developed to remote access to teaching materials (the platform allows you to combine materials from distance courses, Lectur`ED with the possibility of teamwork in electronic learning resources, materials of the library electronic catalogue, repository and links to external educational resources).</p> <p>The methodical materials are updated periodically and adapted to the goals of the educational program.</p>
Academic mobility	
Internal academic mobility	<p>Based on bilateral agreements between SSU and more than 20 Ukrainian universities. The main are the following: The National University of Ostroh Academy (agreement dated 01/03/2016); Odessa I. I. Mechnikov National University (agreement dated 20/10/2015); Poltava National Technical University named after Yuri Kondratyuk (agreement dated 22/11/2015), etc.</p>
International academic mobility	<p>Based on bilateral agreements between SSU and higher education institutions – foreign partners: University of Foggia (Italy, agreement dated 04/09/2015); University of Ecology and Management in Warsaw (Poland, agreement dated 28/11/2014 (framework) and dated 03/09/2015 (Erasmus+)); University of Tartu (Estonia, agreement dated 05/09/2016); Aristotle University of Thessaloniki (Greece, agreement dated 27/09/2016); University of Cyprus (Cyprus, agreement dated 10/01/2017); Alexandru Ioan Cuza University of Iasi (Romania, agreement dated 16/01/2015).</p>

PART 2. CURRICULUM MAP

Course title	Number of credits ECTS	Semester
Compulsory part		
Foreign Language for Professional Purposes	5	1
Business Process Management	5	1
Corporate Strategy	5	1
International Business	5	1
Managerial Economics	5	1
Sustainable Development	5	1
Decision Making	5	2
Human Resource Management	5	2
Innovations & Technologies for Production Management	5	2
Project Management	5	2
Mergers and Acquisitions	5	3
Prethesis Practice	5	3
Master Thesis	10	3
Elective part		
Capital management	5	1
Workshop	5	2
Managing Change	5	3
Prices and Markets	5	3
Total	90	

PART 3. MODULE NARRATIVES

Title	Business Process Management
Level	7
Semester	1
Person responsible for the module	Iryna Burlakova Associate Professor, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration Sumy State University
Lecturer	Iryna Burlakova
Language	English
Relation to curriculum	Compulsory
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 20 hrs. (lectures – 12 hrs.; practical classes – 8 hrs.), individual work – 130 hrs., individual assignment (course paper)
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make oral presentations, written tasks and testing. Lectures – 12 hrs.; practical classes – 8 hrs.
Recommended prerequisites	Existing competences in principles of management, economics, introduction to microeconomics, introduction to macroeconomics
Aims	The course aims: - to enable students to consider relations between elements of the organization management system using various methods of discovering, analysing, measuring, improving and optimizing business processes; - to form their own abilities to use economic mechanism, principles and directions of planning and business management improvement; - to provide students with the theoretical knowledge and practical skills required to substantiate new forms and methods of management identifying and controlling the business processes that are present in an organization.
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Establish relations between elements of the organization management system; LO.2. Plan the organization's activities at the strategic and tactical level; LO.3. Be able to manage the organization, its changes, carrying out its informational, methodical, material, financial and employees support, including in accordance with international standards and recommendations of perfection models; LO.4. Be able to organize operational management and control of business processes in the organization.
Content	Business Process Management is a discipline involving any combination of execution, control, measurement and optimization of business activity flows, in support of enterprise goals, resource systems, employees, customers and partners within and beyond the enterprise boundaries. Course builds on microeconomics and macroeconomics by considering

Title	Business Process Management		
	different approaches of rational combination and effective management of business processes. It is about improvement and management of a firm's end-to-end enterprise business processes in order to achieve three outcomes: - clarity on strategic direction, - alignment of the firm's resources, - increased discipline in daily operations.		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	ACTIVITY	FURTHER DETAILS	%
	Examinations Exam		40
	Written assessment tasks Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	short answer tests essay	20 10
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	report group work	10 10
	Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in seminars	5 5
	Course paper	individual assignment	100
Assessment tasks	Short answer test on the main topics (20% – LO.1, LO.2) An essay on relations between elements of the organization management system to practice skills of analysing different relations types and their influence on business processes management (10% – LO.1) An oral report to demonstrate the ability to identify and analyse the peculiarities of business processes management in the frames of various organizations' forms (10% – LO.3, LO.4) A group work on monitoring and optimizing the business processes that are present in an organization (10% – LO.4) A course paper is aimed at solving problems of a theoretical and practical nature, which are related to the study of business processes at the level of the business entity (100% – LO.2, LO.4)		
Reading list	Sell, A. (2006). <i>Corporate Planning. Global Management Tools: An Introduction to Standardised Middle- and Long- Term Corporate Planning</i> . Band 37. Germany: University of Bremen. Dilworth, J. (1993). <i>Production and operations management</i> . New York: McGraw-Hill, Inc. Jeston, J., Nelis, J. (2014). <i>Business Process Management</i> . New York: Routledge. Dumas, M., La Rosa, M., Mendling, J., Reijers, H. (2013). <i>Fundamentals of Business Process Management</i> . Berlin: Springer-Verlag Berlin Heidelberg. Weske M. (2007). <i>Business Process Management: Concepts, Languages, Architectures</i> . London New York: Springer Science & Business Media.		

Title	Capital management		
Level	7		
Semester	1		
Person responsible for the module	Olena Chygryn Associate Professor, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration Sumy State University		
Lecturer	Olena Chygryn		
Language	English		
Relation to curriculum	Elective		
Credit point	5 credits ECTS		
Workload	150 hours: contact hours – 48 hrs. (lectures – 24 hrs.; practical classes – 24 hrs.), individual work – 102 hrs.		
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make oral presentations, written tasks and testing. Lectures – 24 hrs.; practical classes – 24 hrs.		
Recommended prerequisites	Existing competences in Principles of Management, Economics, Finance, Introduction to Microeconomics, Introduction to Macroeconomics		
Aims	To provide students with the theoretical knowledge and practical skills in introducing financial strategy and planning, capital valuing, managing financial risks.		
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Apply concepts, methods and management tools for effective and efficient management of the organization; LO.2. Demonstrate the ability to make managerial decisions based on modern methods of economic theory. LO.3. Be able to manage the organization, its changes, carrying out its informational, methodical, material, financial and employees support, including in accordance with international standards and recommendations of perfection models; LO.4. Be able to organize operational management and control of business processes in the organization.		
Content	Course “Capital management” studies the theory and methodology of optimal financial resource using. The focus of the discipline is acquisition of skills to apply system approaches to capital management of enterprises. It discusses the cash flow management, management of profit and investment. It discusses the methods of determining the value of capital for optimizing its structure. The assessment of financial risks and application of anti-crisis management tools of the enterprise are considered too.		
Assessment tasks	ACTIVITY	FURTHER DETAILS	%
Type of assessment tasks Summative assessment tasks which lead to the	Examinations		40
	Written assessment tasks		
	Test, essay, report, portfolio	short answer tests	10
	Oral presentations	report	10

Title	Capital management		
award of credit or which are required for progression (expressed as a %)	Oral assessment and presentation, group work, practical skills assessment	group work	10
	Other Active working on lectures and practical classes, individual classes, group work, participation in scientific conferences and contests, publishing theses and articles	Active working on lectures, seminars, group work	10 10 10
	Course paper Written assignment / essay, report, dissertation, portfolio, project output	Portfolio of practical write ups Individual project proposal	65 35
Assessment tasks	<p>Short answer test on the main topics (10% – LO.1, LO.3)</p> <p>A report about main approaches of financial planning to demonstrate knowledge of different financial strategies (10% – LO.2)</p> <p>An oral report to demonstrate the ability to analyse the modern tendencies in financial management using evidence from developed countries (10% – LO.1, LO.4)</p> <p>A group work on study cases (10% – LO.4)</p> <p>Course paper on analysing cash flows, profit and investment management (100% – LO.2, LO.3, LO.4)</p>		
Reading list	<p>Brigham, E.F., Houston, J.F. (2013) <i>Fundamentals of Financial Management</i> (13th ed.). South-Western Cengage Learning. USA.</p> <p>Preve, L. A., Sarria-Allende, V. (2010) <i>Working capital management</i>. Oxford University press: New York.</p> <p>Ehrhardt, M., Brigham, E.F., (2012) <i>Financial Management: Theory and Practice</i>. (13th ed.). South-Western Cengage Learning. USA.</p> <p>Boer, P. de, Brouwers, M.P., Koetzier, W. (2011) <i>Basics of Financial Management</i>. (2nd ed.). Noordhoff Uitgevers bv Groningen. Netherlands.</p> <p>Sri. Ratheesh. K. Nair, (2011) <i>Working capital management</i>. School of distance education. Calicut University, India</p>		

Title	Corporate Strategy
Level	7
Semester	1
Person responsible for the module	Iryna Dehtyarova Associate Professor, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration Sumy State University
Lecturer	Iryna Dehtyarova
Language	English
Relation to curriculum	Compulsory
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 48 hrs. (lectures – 24 hrs.; practical classes – 24 hrs.), independent study – 102 hrs., individual assignment (course assignment)
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make oral presentations and testing. Lectures – 24 hrs.; practical classes – 24 hrs.
Recommended prerequisites	Existing competences in Economics of Enterprise, Economic Analysis, Business Diagnostics
Aims	The course aims at: <ul style="list-style-type: none"> - defining and understanding the concept of corporate strategy; - identifying the different levels of corporate strategy; - examining the reasons for developing strategies; - seeing corporate strategy as an on-going process
Module objectives / Learning outcomes	On completion of this module the student should be able to: <p>LO.1. Apply concepts, methods and management tools for effective and efficient management of the organization;</p> <p>LO.2. Plan the organization's activities at the strategic and tactical level;</p> <p>LO.3. Be able to analyse and structure the organization's problems, to make managerial decisions and to ensure the conditions for their implementation;</p> <p>LO.4. Be able to analyse and offer contemporary corporate strategy, including its international level;</p>
Content	The module selectively covers methods commonly employed to position the business against rivals; anticipate changes in demand and technologies; adjust the strategy to changes in external environment; influence the nature of competition through strategic actions such as lobbying as well as achieving greater market penetration by becoming highly efficient at servicing its market with a limited product Emphasis is placed on setting firm's goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. The course introduces general idea about business environment analysis: internal and external. It specifies ERP software applications to improve the performance of organizations' resource planning, management control and operational control. The course presents basic management tools used to analyze a firm and choose appropriate strategy type for integrative or intensive development of the company.

Title	Corporate Strategy		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	ACTIVITY	FURTHER DETAILS	%
	Examinations Exam		40
	Written assessment tasks Test, essay, report, obligatory home assignment, portfolio, project output. Individual assignment	short answer tests essay course assignment	10 10 10
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	report group work	10 10
Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in seminars	5 5	
Assessment tasks	Short answer test on the main topics (20% – LO.1, LO.2) An essay on business environment analysis to demonstrate the ability to identify possible opportunities and threats to your industry as well as a set of conditions that is uncontrollable in nature and affects the functioning of organization (10% – LO.3). An oral report to demonstrate the ability to set goals, mission and vision (10% – LO.1, LO.2) A group work on analysing corporate strategy of firm (10% – LO.4)		
Reading list	Grant, Robert M. (2016). <i>Contemporary strategy analysis: text and cases. Ninth edition</i> : Chichester, West Sussex: Wiley. Porter, M. (1998). <i>Competitive Strategy: Techniques for Analyzing Industries and Competitors</i> . New York: The Free Press. Xiang, Li & McMillan, Charles (2014). Corporate strategy and the weather: towards a corporate sustainability platform. <i>Problems and Perspectives in Management</i> . 12 (2). P. 200-214. <i>Global Business Strategy: A Systems Approach</i> . (1989). Hong Kong: The university of Hong Kong. Gulati, R., Mayo, A. J. & Nohria, N (2015). <i>Management: an integrated approach</i> . Second Edition. Boston: Harvard Business School. David, F.R. (2013). <i>Strategic Management. Concepts and Cases</i> . Harlow: Pearson Education Ltd. Johnson, G., Scholes, K. & Whittington, R. (2008). <i>Exploring corporate strategy</i> . London: Prentice Hall.		

Title	International Business
Level	7
Semester	1
Person responsible for the module	Viktor Sabadash Associate Professor, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration, Sumy State University viktorsaba@econ.sumdu.edu.ua +38 (050) 5786808 (Viber)
Lecturer	Viktor Sabadash
Language	English
Relation to curriculum	Compulsory
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 18 hrs. (lectures – 12 hrs.; practical classes – 6 hrs.), individual work – 132 hrs.
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make presentations and testing. Lectures – 12 hrs.; practical classes – 6 hrs.
Recommended prerequisites	Existing competencies in International Economics, Introduction to Macroeconomics, International Management
Aims	The course aims: - to enable students to manage the activities of international corporations in globalization approaches and make economic decisions in international business; - to develop technologies of management of international corporations and methods of solving of key problems of development in globalization; - to present international business practice topics using an analytical approach, using equations and numerical insight.
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Organize and communicate with representatives of various professional groups and in an international context; LO.2. Demonstrate the ability to interact with people and to influence people's behaviour; LO.3. Be able to manage the organization, its changes, carrying out its informational, methodical, material, financial and employees support, including in accordance with international standards and recommendations of perfection models; LO.4. Be able to analyse and offer contemporary corporate strategy, including its international level.
Content	International Business develops and applies economic theory and methods to business and administrative decision-making in international companies. Course builds on modern theory and fundamental principles of conduct of international business use management and competitive advantages in the international market. It is about exposing the students to a system of administrative relations, methods and tools in international corporations. The key concepts covered in course are:

Title	International Business		
	<ul style="list-style-type: none"> - modern system of global economic relations, - essence and characteristic features of international business processes, - international business surroundings: institutions and management, - decision making in international corporations, - global business surroundings and global management systems. 		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	ACTIVITY	FURTHER DETAILS	%
	Examinations Credit		25
	Written assessment tasks Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	tests obligatory home assignment	30 20
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	presentation group work	10 5
	Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in practical classes	5 5
Assessment tasks	Tests on the main topics (30 % – LO.1, LO.2, LO.4) An obligatory home assignment on analysis and evaluation of the activities of an international company (20 % – LO.3, LO.4) A presentation to demonstrate the economic problems and risks of a multinational company (for a specific example) (10 % – LO.3, LO.4) A group work on research of the right and institutional environment, economic and financial risks of globalization, execution of contracts (5 % – LO.1, LO.4)		
Reading list	Porter, M. E. (2004). <i>Competitive Advantage: Creating and Sustaining Superior Performance</i> . Beijing: Peking University Press. Ball, D. A., Geringer, M., Minor, M. S., & McNett, J. M. (2013). <i>International Business: The Challenge of Global Competition</i> (13 th ed.). New York: McGraw-Hill Education. Hill, C. W. L., & Hult, G. T. M. (2017). <i>International Business: Competing in the Global Marketplace</i> (11 th ed.). New York: McGraw-Hill Education. Gooderham, P. N., Grøgaard, B., & Nordhaug, O. (2013). <i>International Management. Theory and Practice</i> . Cheltenham: Edward Elgar Publisher. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2017). <i>International Business: Environments & Operations</i> (16 th ed.). Harlow: Pearson Education Limited. Carpenter, M., & Dunung, S. (2011). <i>International Business</i> . Saylor Academy Open Textbooks.		

Title	Managerial Economics
Level	7
Semester	1
Person responsible for the module	Yurii Derevianko Associate Professor, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration Sumy State University
Lecturer	Yurii Derevianko
Language	English
Relation to curriculum	Compulsory
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 18 hrs. (lectures – 12 hrs.; practical classes – 6 hrs.), individual work – 132 hrs.
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make oral presentations, written tasks and testing. Lectures – 12 hrs.; practical classes – 6 hrs.
Recommended prerequisites	Existing competences in principles of management, economics, introduction to microeconomics, introduction to macroeconomics
Aims	The course aims: - to enable students to approach managerial decision problems using economic reasoning; - to develop an economics-oriented framework that facilitates the identification and analysis of business problems, and the development and implementation of solutions to those problems; - to present business practice topics using an analytical approach, using equations and numerical insight.
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Apply concepts, methods and management tools for effective and efficient management of the organization; LO.2. Plan the organization's activities at the strategic and tactical level; LO.3. Analyse and structure the organization's problems, to make managerial decisions and to ensure the conditions for their implementation; LO.4. Demonstrate the ability to make managerial decisions based on modern methods of economic theory.
Content	Managerial Economics develops and applies economic theory and methods to business and administrative decision-making. Course builds on microeconomics and macroeconomics by considering various dimensions to management behaviour and management decisions. It is about exposing the students to a rigorous foundation in microeconomics, game theory and industrial organization. The key concepts covered in course are: - basic economic relations, - consumer behaviour, - demand theory, - estimating and forecasting demand, - production analysis,

Title	Managerial Economics		
	<ul style="list-style-type: none"> - cost analysis, - perfect competition, - monopoly and oligopoly, - game theory and asymmetric information, - bargaining, auctions and contract theory. 		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	ACTIVITY	FURTHER DETAILS	%
	Examinations Exam		40
	Written assessment tasks Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	short answer tests essay	20 10
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	report group work	10 10
	Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in seminars	5 5
Assessment tasks	Short answer test on the main topics (20% – LO.1, LO.2) An essay on market structure analysis to demonstrate knowledge of different market structures and its influence on decision-making (10% – LO.3) An oral report to demonstrate the ability to analyse and structure the problems of production and cost analysis of firm (10% – LO.3, LO.4) A group work on bargaining, auctions and contract theory (10% – LO.4)		
Reading list	Keat, P. G., Young, P. K. & Erfle, S. E. (2014). <i>Managerial Economics: Economic Tools for Today's Decision Makers</i> (7 th ed.). Boston: Pearson. Samuelson, W. F. & Marks, S. G. (2012). <i>Managerial Economics</i> (7 th ed.). Hoboken, NJ: John Wiley & Sons. Froeb, L. M., McCann, B. T., Shor, M., & Ward, M. R. (2014). <i>Managerial Economics: A Problem Solving Approach</i> (3 rd ed.). Mason, OH: South-Western Cengage Learning. Baye, M. R. & Prince, J. T. (2014). <i>Managerial Economics and Business Strategy</i> (8 th ed.). New York, NY: McGraw-Hill Irwin. Brickley, J. A., Smith, C. W. & Zimmerman, J. L. (2016). <i>Managerial Economics and Organizational Architecture</i> (6 th ed.). New York, NY: McGraw-Hill Education. Thomas, C. R. & Maurice, S. C. (2016). <i>Managerial Economics: Foundations of Business Analysis and Strategy</i> (12 th ed.). Dubuque: McGraw-Hill Education. Png, I. (2012). <i>Managerial Economics</i> (4 th ed.). Abingdon, Oxon: Routledge. Salvatore, D. (2015). <i>Managerial Economics in a Global Economy</i> (8 th ed.). Boston: Oxford University Press.		

Title	Sustainable Development
Level	7
Semester	1
Person responsible for the module	Yurii Derevianko Associate Professor, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration, Sumy State University yurii.derevianko@econ.sumdu.edu.ua
Lecturer	Yurii Derevianko
Language	English
Relation to curriculum	Compulsory
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 16 hrs. (lectures – 8 hrs.; practical classes – 8 hrs.), individual work – 134 hrs.
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make oral presentations, written tasks and testing. Lectures – 8 hrs.; practical classes – 8 hrs.
Recommended prerequisites	Existing competences in principles of economics
Aims	This course will give the students the key concepts to discuss sustainable development in general, for company management and its three pillars: the social, the environmental, and the economic. The course aims: <ul style="list-style-type: none"> - to enable students to approach managerial decision problems using sustainable development reasoning; - to make managerial decisions in the conditions of company resources scarcity based on the modern methods of economic theory and sustainable development; - to recognize the key concepts on sustainable development, such as intra- and inter-generational equity, economic, social and environmental sustainability; strong and weak sustainability, natural capitalism, steady state and green economy.
Module objectives / Learning outcomes	On completion of this module the student should be able to: <p>LO.1. Establish relations between elements of the organization management system;</p> <p>LO.2. Justify personal point of view in a discussion based on ethical considerations and socially responsible;</p> <p>LO.3. Analyse and structure the organization's problems, to make managerial decisions and to ensure the conditions for their implementation;</p> <p>LO.4. Identify and critically analyse the social, environmental, and economic dimensions of sustainability in terms of organization management.</p>
Content	The course intends to familiarize students with the social, ecological and economic aspects of sustainable development in general and for company management. It will add to understand of the principles, mechanisms and methods of sustainable development. The key concepts covered in course are: <ul style="list-style-type: none"> - prerequisites of sustainable development,

Title	Sustainable Development		
	<ul style="list-style-type: none"> - ecosystemic dimension of sustainable development, - economic dimension of sustainable development, - social dimension of sustainable development, - green economy, - 3rd and 4th industrial revolutions, - sustainable development policies, - water management, - waste management, - energy efficiency and renewables, - sustainable urban development. 		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	ACTIVITY	FURTHER DETAILS	%
	Examinations Credit		40
	Written assessment tasks Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	short answer tests essay	20 10
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	report group work	10 10
	Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in seminars	5 5
Assessment tasks	Short answer test on the main topics (20% – LO.1, LO.2) An essay on 3 rd and 4 th industrial revolutions to analyse and structure the organization's problems in this case, to make managerial decisions and to ensure the conditions for their implementation (10% – LO.3) An oral report to demonstrate the ability to analyse and structure the aspects of green economy for firms (10% – LO.2, LO.4) A group work on water and waste management, energy efficiency and renewables (10% – LO.3, LO.4)		
Reading list	Hens, L., & Melnyk, L. (Eds.). (2008). <i>Social and economic potential of sustainable development</i> . Sumy: University Book. Balisacan, A. M., Chakravorty, U., & Ravago, M. V. (Eds.). (2015). <i>Sustainable economic development: Resources, environment, and institutions</i> . Kidlington, Oxford: Elsevier. Christodoulou, E. (2017). <i>Textbooks for sustainable development a guide to embedding</i> . New Delhi: Unesco MGIEP. Atkinson, G., Dietz, S., & Neumayer, E. (Eds.). (2009). <i>Handbook of sustainable development</i> . Cheltenham: Edward Elgar. Clini, C., Musu, I., & Gullino, M. L. (Eds.). (2008). <i>Sustainable development and environmental management: Experiences and case studies</i> . Dordrecht, the Netherlands: Springer. Brebbia, C. A., Conti, M. E., & Tiezzi, E. (Eds.). (2007). <i>Management of natural resources, sustainable development and ecological hazards</i> . Southampton: WIT Press. Barrow, C. J. (2007). <i>Environmental management for sustainable development</i> (2 nd ed.). London: Routledge.		

Title	Decision Making
Level	7
Semester	2
Person responsible for the module	Viktor Sabadash Associate Professor, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration, Sumy State University viktorsaba@econ.sumdu.edu.ua +38 (050) 5786808 (Viber)
Lecturer	Viktor Sabadash
Language	English
Relation to curriculum	Compulsory
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 22 hrs. (lectures – 12 hrs.; practical classes – 10 hrs.), individual work – 128 hrs.
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make presentations and testing. Lectures – 12 hrs.; practical classes – 10 hrs.
Recommended prerequisites	Existing competencies in Economic Theory, Economics of Enterprise, Management, Probability Theory, Statistics, Investment
Aims	The course aims: - to enable students to economically substantiate economic decisions and evaluate business risks; - to develop technologies and apply approaches to the substantiation of business decisions under conditions of uncertainty and risk; use quantitative and qualitative methods for analysing business risks; - to argue the choice of optimal economic decision in conditions of uncertainty and risk and to evaluate the efficiency of investment and financial decisions.
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Justify personal point of view in a discussion based on ethical considerations and socially responsible; LO.2. Be able to analyse and structure the organization's problems, to make managerial decisions and to ensure the conditions for their implementation; LO.3. Demonstrate innovation skills and identify alternative managerial decisions; LO.4. Demonstrate the ability to make managerial decisions based on modern methods of economic theory.
Content	Decision making develops and applies economic theory and management and methods for making business and managerial decisions in the context of conflicting interests of economic actors. The course is based on the modern theory of decision-making and the basic principles of non-conflict business on the basis of competitive advantages of the firm and the optimal choice. The materials of the course should promote the formation of students' knowledge and skills regarding the substantiation of business decisions with varying degrees of uncertainty and the risk of a competitive environment.

Title	Decision Making		
	<p>The key concepts covered in course are:</p> <ul style="list-style-type: none"> - economic relations, - uncertainty and risk, - criteria for decision making under uncertainty, - forecasting and analysis of business decisions, - consumer behaviour, - quantitative and qualitative evaluation of business risk, - directions and methods regulation and risk reduction measures, - risk investment decisions, - risk management. 		
<p>Assessment tasks</p> <p>Type of assessment tasks</p> <p>Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)</p>	ACTIVITY	FURTHER DETAILS	%
	Examinations Exam		40
	Written assessment tasks Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	tests obligatory home assignment	20 10
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	presentation group work	10 10
	Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in practical classes	5 5
<p>Assessment tasks</p>	<p>Tests on the main topics (20 % – LO.2, LO.3)</p> <p>An obligatory home assignment on analysis and evaluation of the degree of uncertainty and risk and justification of the optimal decision (10 % – LO.1, LO.2, LO.3)</p> <p>A presentation to demonstrate methods of optimization and justification of economic decisions for companies in a competitive environment (10 % – LO.3, LO.4)</p> <p>A group work on research of economic and organizational aspects of risk management and competitive strategies (10 % – LO.1, LO.2, LO.3)</p>		
<p>Reading list</p>	<p>Eisenführ, F., Weber, M., & Langer, T. (2010). <i>Rational Decision Making</i>. Wien: Springer.</p> <p>Bonanno, G. (2017). <i>Decision Making</i>. Davis: University of California Publ.</p> <p>Albright, C. S., Winston, W. L., & Zappe, C. J. (2010). <i>Data Analysis and Decision Making</i> (4th ed.). Mason: South-Western Cengage Learning.</p> <p>Crouhy, M., Mark, R., & Galai, D. (2000). <i>Risk Management</i>. New York: McGraw-Hill Education.</p> <p>Fraser, J., Simkins, B., & Narvaez, K. (2015). <i>Implementing Enterprise Risk Management: Case Studies and Best Practices</i> (Robert W. Kolb Series) (1st ed.). New Jersey: Wiley.</p> <p>Leh V. Caragos, O. (2017). <i>Philosophical Issues and Ethical Standards in Business Management</i>. Capitol University, Philippines.</p>		

Title	Human Resource Management
Level	7
Semester	2
Person responsible for the module	Andrii Yevdokymov Associate Professor, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration Sumy State University
Lecturer	Andrii Yevdokymov
Language	English
Relation to curriculum	Compulsory
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 48 hrs. (lectures – 24 hrs.; practical classes – 24 hrs.), individual work – 102 hrs., individual assignment (course paper/course assignment)
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make oral presentations, written tasks and testing. Lectures – 24 hrs.; practical classes – 24 hrs.
Recommended prerequisites	Existing competences in principles of management and economics
Aims	The purpose of the discipline is to obtain by student knowledge of human resource management of enterprises in a market economy, skills of independent creative thinking, to adopt an optimal managerial decisions that improve the welfare of its employees and owners, and the effectiveness of the organization.
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Organize and communicate with representatives of various professional groups and in an international context; LO.2. Justify personal point of view in a discussion based on ethical considerations and socially responsible; LO.3. Demonstrate the ability to interact with people and to influence people's behaviour; LO.4. Identify the ability to self-development, lifelong learning and effective self-management; LO.5. Be able to manage the organization, its changes, carrying out its informational, methodical, material, financial and employees support, including in accordance with international standards and recommendations of perfection models.
Content	The course “Human Resource Management” brings knowledge of the theory and practice of managing the staff of various organizations, which operate in different branches. It considers the theory of human resources management, social policy and sociology of labour, human resources, social and labour relations, concepts and methods of human resources management. The key concepts covered in course are: - staffing strategy and policy; - approaches to the division of tasks of personnel management between linear and functional divisions and managers;

Title	Human Resource Management		
	<ul style="list-style-type: none"> - methods of professional recruitment; - motivation and staff development; - analysis of complex economic situations; - substantiation and effective decision making in the field of human resources management. 		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	ACTIVITY	FURTHER DETAILS	%
	Examinations		
	Exam		40
	Written assessment tasks		
	Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	short answer tests obligatory home assignment	20 10
Oral presentations			
Oral assessment and presentation, group work, practical skills assessment	report group work	10 10	
Other			
Active participation in lectures, seminars, practical classes, labs, individual classes	problem-solving or evaluative skills	10	
Assessment tasks	Short answer test on the main topics (20% – LO.1, LO.2) An obligatory home assignment on staff structure analysis to demonstrate the knowledge of different organizational structures and their impact on decision making (10% – LO.3) An oral report to demonstrate the ability to analyse and structure the problems of personnel activities and manage their changes (10% – LO.5) Group work on self-development and self-management (10% – LO.4)		
Reading list	Dessler, G. (2016). <i>Human Resource Management</i> , Pearson. Noe, R., Hollenbeck, J.R., Gerhart, B., Wright, P.M. (2016). <i>Fundamentals of Human Resource Management</i> , 6 th ed. McGraw-Hill. Mondy, R.W., Martocchio, J.J. (2016). <i>Human Resource Management</i> , 14 th Global ed. Pearson. Mathis, R.L., Jackson, J.H. (2011). <i>Human Resource Management</i> , 13 th ed. South-Western Cengage Learning. Tyson, S. (2006). <i>Essentials of Human Resource Management</i> , 5 th ed. Routledge. Collings, D.G., Wood, G. (eds.) (2009). <i>Human Resource Management: a critical approach</i> , Routledge. Mahapatro, B.B. (2009). <i>Human Resource Management</i> , New Age International Pvt Ltd Publishers.		

Title	Innovations & Technologies for Production Management
Level	7
Semester	2
Person responsible for the module	Ihor Vakulenko Assistant Department of Management Sumy State University
Lecturer	Ihor Vakulenko
Language	English
Relation to curriculum	Compulsory
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 16 hrs. (lectures – 8 hrs.; practical classes – 8 hrs.), individual work – 134 hrs.
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working separated and in small group during practical classes and make written tasks and testing. Lectures – 8 hrs.; practical classes – 8 hrs.
Recommended prerequisites	Existing competences in Principles of Management, Economics, Economics and Organization of Innovation Activity, Enterprise Information Systems, Information Economy
Aims	To provide students with theoretical knowledge about innovations and their management mechanism, to be able students use theoretical knowledge and practical skills, including information systems tools, to manage of innovative development of production systems.
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Apply skills of project management and justification, generation of entrepreneurial ideas LO.2. Be able to analyse and structure the organization's problems, to make managerial decisions and to ensure the conditions for their implementation LO.3. Be able to manage the organization, its changes, carrying out its informational, methodical, material, financial and employees support, including in accordance with international standards and recommendations of perfection models LO.4. Demonstrate innovation skills and identify alternative managerial decisions
Content	This course focuses on the study of innovation activities of the enterprise and its management tools, including the use of modern information systems to gain competitive advantage. The key concepts covered in course are: <ul style="list-style-type: none"> - innovations and its sources - theory of innovation development - innovation process and innovation management - development and implementation of innovative projects - the use of information systems to support innovation - management information systems - evaluation of innovation activity

Title	Innovations & Technologies for Production Management		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	ACTIVITY	FURTHER DETAILS	%
	Examinations modular control		30
	Written assessment tasks Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	tests	30
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	practical skills assessment group work	15 15
	Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in seminars	5 5
Assessment tasks	Tests on the main topics (30% – LO.2) Practical skills assessment to evaluate the ability to use information systems and tools for managing innovation and performance (15% - LO.2, LO.3) A group work on analysing experience to implementation innovation: new products, business models, managing actions etc. (15% – LO.1, LO.4)		
Reading list	Scott Shane. (2008). <i>Handbook of Technology and Innovation Management</i> . Wiley, A John Wiley and Sons, Ltd. Borut Likar ... [et al.] (2013) <i>Innovation management (1st. ed.)</i> . Ljubljana: Korona plus - Institute for Innovation and Technology. Kenneth C. Laudon, Jane P. Laudon, (2007) <i>Essentials of Management Information Systems (8th Ed.)</i> . Pearson Education, Inc. Peter F. Drucker (1985) <i>Innovation and Entrepreneurship. Practice and Principles</i> . New York: Harper & Row		

Title	Project Management		
Level	7		
Semester	2		
Person responsible for the module	Svitlana Kolosok, Associate Professor, PhD (C.Sc.) Department of Management Sumy State University		
Lecturer	Svitlana Kolosok		
Language	English		
Relation to curriculum	Compulsory		
Credit point	5 credits ECTS		
Workload	150 hours: contact hours – 16 hrs. (lectures – 8 hrs.; practical classes – 8 hrs.), independent study – 134 hrs.		
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will work in small group and solve case studies and tests during practical classes. Lectures – 8 hrs.; practical classes – 8 hrs.		
Recommended prerequisites	Existing competences in Management, Marketing, and Finance		
Aims	To provide students with the theoretical knowledge and practical skills required for the development and implementation of projects to achieve the effective existence and development of the organization.		
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Apply concepts, methods and management tools for effective and efficient management of the organization LO.2. Apply skills of project management and justification, generation of entrepreneurial ideas LO.3. Practice the use of modern information and communications technologies in management LO.4. Be able to manage the organization, its changes, carrying out its informational, methodical, material, financial and employees support, including in accordance with international standards and recommendations of perfection models.		
Content	The module covers functions and processes of project management, provides knowledge on project documentation design and content, gives methodology of the calendar network planning, earn value management, composition and requirements of the project team. The module develops an ability to create project scope, calculate the timetable (schedule) of the project, develop a cost managing plan, evaluate the project results.		
Assessment tasks	Activity	Further details	%
Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	WRITTEN Module control	Total: - open test - task on critical path method - task earn value method	68 20 24 24
	PRACTICAL Solve case studies and tests		32

Title	Project Management
Assessment tasks	100% assessment tasks based on: Short tests on specific project management practices (30% – LO.1, LO.2, LO.3, LO.4) Practical cases. Demonstrating knowledge of functions, processes, and tools of project management (70% – LO1, LO2)
Reading list	Project Management Institute. (2011). <i>Practice standard for earned value management</i> (2nd ed.). Project Management Institute. (2011). <i>Practice standard for scheduling</i> (2nd ed.). Project Management Institute. (2017). <i>A guide to the project management body of knowledge (PMBOK guide)</i> . Projects at Work. (n.d.). Retrieved from https://www.projectmanagement.com/pages/379455/ProjectsAtWork

Title	Workshop
Level	7
Semester	2
Person responsible for the module	Tetyana Pimonenko Senior Lecturer, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration, Sumy State University
Lecturer	Tetyana Pimonenko
Language	English
Relation to curriculum	Elective
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 48 hrs. (lectures – 24 hrs.; practical classes – 24 hrs.), individual work – 102 hrs.
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make oral presentations, written tasks and testing. Lectures – 24 hrs.; practical classes – 24 hrs.
Recommended prerequisites	Existing competences in Principles of Management, Economics, Corporate Strategy, International Business
Aims	The aim of the course “Workshop” is forming a system of the theoretical knowledge and practical skills to use the modern instruments, methods and approaches for estimation the company’s activity. The main objectives of the course are: - to enlarge knowledge in innovative approaches to the diagnose the company’s financial statement; - to develop the practical skills to analyses the company’s activity with purpose to provide effective business decisions in terms of sustainable development; - to develop the skills of finding reserves to increase the efficiency of the financial and economic activity in the ongoing economic situation.
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Apply skills of project management and justification, generation of entrepreneurial ideas; LO.2. Practice the use of modern information and communications technologies in management; LO.3. Demonstrate innovation skills and identify alternative managerial decisions; LO.4. Be able to organize operational management and control of business processes in the organization;
Content	Workshop is developing the theoretical knowledge and practical skills to use the modern instruments, methods and approaches to analyse the company’s activity, indicate company place in the market, evaluate the company’s rating and image. The bullet points of the course are: - companies profile: what is it, the main chapter, the necessity - approaches to analyse the business activity - InfoBase, methods and techniques of financial analysis - short-term forecast financial condition of the company - the approaches to indicate company at the market

Title	Workshop		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	ACTIVITY	FURTHER DETAILS	%
	Examinations Exam		40
	Written assessment tasks Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	short answer tests essay	10 10
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	report group work	10 20
	Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in seminars	5 5
Assessment tasks	Short answer test on the main topics (10% – LO.1, LO.2) An essay on market structure analysis to demonstrate knowledge of different market structures and its influence on decision-making (10% – LO.3) An oral report to demonstrate the ability to analyse and estimate of companies (10% – LO.3, LO.4) A group work on developing the company's profile, indicating the company's place at market (20% – LO.4)		
Reading list	John Mikler (2013). <i>The Handbook of Global Companies</i> . John Wiley & Sons Yvonne D. Jones (2006). <i>Company Formations: Minimal Ownership Information Is Collected and Available</i> . DIANE Publishing Alan Murray (2010). <i>Do Markets Value Companies?: Social and Environmental Activity : an Inquiry Into Associations Among Social Disclosure, Social Performance and Financial Performance</i> . University of Glasgow 101 Financial Solutions: Diagnosis and Remedy. (2013). ComboApp Douglas T. Hicks (2002). <i>Activity-Based Costing: Making It Work for Small and Mid-Sized Companies</i> . Wiley Jim Downey. (2007). <i>Strategic Analysis Tools Topic Gateway Series No. 34</i> Middleton, J. (2003). <i>The ultimate strategy library: the 50 most influential strategic ideas of all time</i> . Oxford: Capstone Porter, M.E. (2004). <i>Competitive strategy: techniques for analyzing industries and competitors</i> . New York; London: Free Press Baye, M. R. & Prince, J. T. (2014). <i>Managerial Economics and Business Strategy</i> (8 th ed.). New York, NY: McGraw-Hill Irwin. Thomas, C. R. & Maurice, S. C. (2016). <i>Managerial Economics: Foundations of Business Analysis and Strategy</i> (12 th ed.). Dubuque: McGraw-Hill Education. Mind Tools Provides extensive high quality web content, including articles on strategic analysis topics, which are freely available online. www.mindtools.com		

Title	Workshop
	<p>Businessballs.com Businessballs.com is a free ethical learning and development resource for people and organisations. It includes a number of free resources on strategic analysis, including free materials, exercises, tools and templates. www.businessballs.com/pestanalysisfreetemplate.htm</p>

Title	Managing Change
Level	7
Semester	3
Person responsible for the module	Leonid Taraniuk Professor, Doctor of Science (D.Sc.) Department of Economics, Entrepreneurship and Business Administration Sumy State University
Lecturer	Leonid Taraniuk
Language	English
Relation to curriculum	Elective
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 18 hrs. (lectures – 12 hrs.; practical classes – 6 hrs.), independent work – 132 hrs.
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make oral presentations, written tasks and testing. Lectures – 12 hrs.; practical classes – 6 hrs.
Recommended prerequisites	Existing competences in Business Process Management, Principles of Management, Economics
Aims	Provide students with the theoretical knowledge and practical skills needed to manage changes in the work of business structures.
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Identify the ability to self-development, lifelong learning and effective self-management. LO.2. Demonstrate innovation skills and identify alternative managerial decisions. LO.3. Be able to organize operational management and control of business processes in the organization. LO.4. Identify and critically analyse the social, environmental, and economic dimensions of sustainability in terms of organization management.
Content	Managing Change develops and applies the theory of changes and methods for making managerial decisions under uncertainty. The course is based on managing changes in the work of business structures, considering the various aspects of reform, restructuring and reengineering. It is about exposing students to the methodological and economic tools for managing changes in the work of business entities. The basic concepts that are considered in the course are: - reforming - restructuring, - reengineering - theory of changes; - assessment of the feasibility of changes - analysis of changes - competition and its role in managing change; - change management methods; - economic and methods of change management

Title	Managing Change		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	Activity	Further details	%
	Examinations Exam		40
	Written assessment tasks Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	short answer tests essay	20 10
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	report group work	10 10
	Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in seminars	5 5
Assessment tasks	Short answer test on the main topics (20% – LO.1, LO.2) An essay of the types of changes to demonstrate the knowledge of various changes in the business structures (10% - LO.3) An oral report to demonstrate the ability to analyze and structure changes and manage changes in the work of companies (10% – LO.3, LO.4) A group work on strategic assessment of changes, assessment of risk management changes, assessment of the potential changes in the company (10% – LO.4)		
Reading list	Illiashenko, S.M. & Strielkowski, W. (2016). <i>Managing economic growth: marketing, management, and innovations</i> . Institute for Qualification Enhancement. Prague. Hammer, M., & Champy, J. (1993). <i>Reengineering the corporation: a manifesto for business revolution</i> . Harper Business. New-York. Abu-Shanab, A. (2015). Reengineering the open government concept: An empirical support for a proposed model . <i>Government Information Quarterly</i> , 32(4): 453–463. Budionoa, A., & Loiceb, R. (2012). Business Process Reengineering in Motorcycle Workshop X for Business Sustainability. <i>Procedia Economics and Finance</i> , 4: 33–43. Crowe T., Rathi, K., & Rolfes, J. (1997). Selecting business process reengineering projects strategically . <i>Computers & Industrial Engineering</i> , 33 (1–2): 157–160. Huang, S., Lee, C., Chiu, A., & Yen, D. (2015). How business process reengineering affects information technology investment and employee performance under different performance measurement . <i>Information Systems Frontiers</i> , 17 (5): 1133–1144. doi 10.1007/s10796-014-9487-4 Ozcelik, Y. (2010). Do business process reengineering projects payoff? Evidence from the United States. <i>International Journal of Project Management</i> , 28(1): 7–13.		

Title	Mergers and Acquisitions
Level	7
Semester	3
Person responsible for the module	Mykola Kharchenko Associate Professor, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration, Sumy State University
Lecturer	Mykola Kharchenko
Language	English
Relation to curriculum	Compulsory
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 18 hrs. (lectures – 12 hrs.; practical classes – 6 hrs.), individual work – 132 hrs.
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make oral presentations, written tasks and testing. Lectures – 12 hrs.; practical classes – 6 hrs.
Recommended prerequisites	Existing competences in Economics, Introduction to Microeconomics, Introduction to Macroeconomics
Aims	The course is aimed at the better understanding of companies' motives to merge and acquire the others, it also provides the students with the methodology of valuation and the principles integration of companies in the processes of mergers and acquisitions. The course aims: - to make clear the importance of mergers and acquisitions in the terms of the company's value; - to show the ways of capturing the value drivers through mergers and acquisitions; - to give some skills in evaluation of target companies and the deals value; - to find the ways of value growth through integration of merging companies; - to give some ideas about the defence strategies in the cases of the hostile takeovers attempts.
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Understand typical mergers and acquisitions (M&A) transactions undertaken in equity capital markets LO.2. Critically evaluate the issues involved in takeovers and corporate reconstructions and identify areas of reform; LO.3. Analyse and research complex problems relating to regulation of takeovers and make reasoned and appropriate choices amongst alternatives; LO.4. Demonstrate sophisticated cognitive and creative skills in approaching issues relating to mergers and acquisitions and generate appropriate responses.
Content	The key concepts covered in course are: - mergers and acquisitions as a part of strategic development of a company: motives, benefits, risks, - valuation of M&A effectiveness,

Title	Mergers and Acquisitions		
	<ul style="list-style-type: none"> - organization of mergers and acquisitions, - hostile acquisitions, - methods of funding the deals connected with mergers and acquisitions. 		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	Activity	Further Details	%
	Examinations Exam		40
	Written assessment tasks Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	short answer tests	30
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	group work	20
	Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in seminars	5 5
Assessment tasks	Course paper Short answer test on the main topics (30% – LO.1, LO.2, LO.3) A group work on case study discussion questions (20% – LO.3, LO.4) Course paper should be devoted to a particular merger or acquisition, which have taken place (or should be held) in Ukraine or abroad. A sector of the economy, year, time-steps of the transaction do not matter. The course paper should highlight the following aspects of the merger: <ul style="list-style-type: none"> - Motives of the merger; - Position of enterprises prior to the merger; - Type of merger (absorption) - described by all the classification criteria discussed at the lectures; - Gain (loss) from the confluence with the absorbing and the absorbed company; - The possible effects of the merger; - The impact of mergers on price and dividend policies of companies; - Mechanism of the merger; - Method of financing the merger; - Procedures for the integration after the merger; - The barriers and their ways of managing with; - Possible development strategy for the company after the merger. (100% – LO.1, LO.2, LO.3, LO.4) 		
Reading list	Roberts, A., Wallace, W., Moles, P. (2016). <i>Mergers and Acquisitions</i> . Pearson Education. Gaughan, P.A. (2015). <i>Mergers, acquisitions, and corporate restructurings</i> . John Wiley & Sons. Coates, I.V. (2014). <i>Mergers, acquisitions and restructuring: Types, regulation, and patterns of practice</i> . Harvard Law School, Cambridge Sherman, A.J. (2010). <i>Mergers and Acquisitions from A to Z</i> . AMACOM Div American Mgmt Assn. Koller, T., Goedhart, M., & Wessels, D. (2010). <i>Valuation: measuring and managing the value of companies</i> (Vol. 499). John Wiley and sons.		

Title	Prices and Markets
Level	7
Semester	3
Person responsible for the module	Oleksii Lyulyov Associate Professor, PhD (C.Sc.) Department of Economics, Entrepreneurship and Business Administration Sumy State University
Lecturer	Oleksii Lyulyov
Language	English
Relation to curriculum	Elective
Credit point	5 credits ECTS
Workload	150 hours: contact hours – 20 hrs. (lectures – 12 hrs.; practical classes – 8 hrs.), individual work – 130 hrs.
Type teaching, contact hours	The module will be delivered in the form of lectures and practical classes. Students will be working in small group during practical classes and make oral presentations, written tasks and testing. Lectures – 12 hrs.; practical classes – 8 hrs.
Recommended prerequisites	Existing competences in economics, introduction to microeconomics
Aims	The course aims: – gain a broad conceptual understanding of market behaviour toward pricing; – understand current pricing practices in both manufacturing and service industries; – learn and apply state-of-the-art frameworks for analysing pricing decisions, and master essential techniques for making profitable pricing decisions.
Module objectives / Learning outcomes	On completion of this module the student should be able to: LO.1. Identify and assess, in a microeconomic framework, the economic issues confronted by individual decision makers and by society as a whole to guide economic decision making; LO.2. Recognize the importance of evaluating pricing changes in terms of overall impact on firm profitability, which requires a deep understanding of both your customer and your cost structure; LO.3. To master some concrete analytical and numerical tools for its successful creation, utilization, and management of sound pricing decisions; LO.4. Characterise the link between market structures and market outcomes to explain and predict price, output and strategic outcomes in different markets.
Content	The Prices and Markets course is a study of microeconomic theory and its applications. Our focus is on the economic fundamentals of businesses and industries: production and costs; demand for the product; production and pricing strategies; market equilibrium; competition between industry participants; and strategic decision making. The managerial decisions that we will address include price discrimination, capacity management, entry and exit decisions, and using strategic commitment. The key concepts covered in course are:

Title	Prices and Markets		
	<ul style="list-style-type: none"> - supply, demand, and markets; - common pricing metrics: elasticity; - pricing to maximize profits; - production and costs; - conceptual pricing mechanisms; - competitive supply and market prices; - the psychology, measurement and communication of pricing. 		
Assessment tasks Type of assessment tasks Summative assessment tasks which lead to the award of credit or which are required for progression (expressed as a %)	ACTIVITY	FURTHER DETAILS	%
	Examinations Exam		40
	Written assessment tasks Test, essay, report, dissertation, obligatory home assignment, portfolio, project output	short answer tests obligatory home assignment	10 20
	Oral presentations Oral assessment and presentation, group work, practical skills assessment	report	10
	Other Active participation in lectures, seminars, practical classes, labs, individual classes	activity in lectures activity in seminars	12 8
Assessment tasks	Short answer test on the main topics (10% – LO.1, LO.2) Obligatory home assignment. The goal of the project is to apply the concepts from the course to a real pricing problem, either one created by the team or an opportunity faced by a real organization (potentially your own). (20% – LO.2, LO.4) An oral report to demonstrate the ability to analyse pricing decisions and master essential techniques for making profitable pricing decisions (10% – LO.3, LO.4)		
Reading list	Nagle, T. T., Hogan, J., & Zale, J. (2016). <i>The Strategy and Tactics of Pricing: New International Edition</i> . Routledge. Simon, H. (2015). <i>Confessions of the pricing man: How price affects everything</i> . Cham : Springer International Publishing. Caldwell, L. (2015). <i>The psychology of price: How to use price to increase demand</i> . Richmond, Surrey : Crimson Hill, P. (2013). <i>Pricing for profit: how to develop a powerful pricing strategy for your business</i> . London : Kogan Page Bouter, E. J. (2013). <i>Pricing, the Third Business Skill: Principles of Price Management</i> . Loenen aan de Vecht : First Price.		