

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY**

Management Chair

“CONFIRMED”

**F.d. Chief of Management
Chair**

____ “ ” _____ **2019**
(L. I. Mykhaylova)

CURRICULUM

ECONOMIC ANALYSIS IN MANAGEMENT

Specialty: 073 «Management»

Doctor of Philosophy in the field of Knowledge 07 «Management and Administration»

Faculty: Economics and Management

2019 - 2020 academic year

Work program on discipline: «ECONOMIC ANALYSIS IN MANAGEMENT» for the preparation of Doctors of Philosophy in the field of knowledge 073 «Management and Administration»

Developer:

Phd, Assistant professor Management of FEA
and European Integration Chair

Stoyanets N. V.

(_____)
signature

The work program considered at a meeting of Management chair.
Protocol № _____ of « 27 » August 2019 year

Chief of Management Chair

_____ (D of ES, prof. Mykhaylova L. I.)
signature

Coordinated by:

Dean of the Faculty _____ (N. I. Strochenko)

Methodist of academic department _____ (G. O. Baboshyna)

Registered in electronic data base _____ 2019

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1. Curriculum description

Indicators	Branch of knowledge, training direction, qualification level	Characteristics of course	
		full-time education	correspondence
Number of credits - 3	Doctor of Philosophy in the field of Knowledge 07 «Management and Administration» Specialty: 073 «Management»	<i>Selective</i>	
Module - 1	Specialty: 073 «Management»	Year of training:	
Content modules: 2		2019-2020	-
Individual scientific research task : <i>write an abstract on the results of own sociological research</i>		course	
		1	-
Total quantity – 90 h		Semester	
		2	-
Weekly hours for full- time: classes – 4 independent work – 10	Lectures		
	12 h	-	
	Practical classes, seminars		
	12 h	-	
	Laboratory-		
	-	-	
	Independent work		
	60	-	
Individual tasks: 6 h			
Type of control: <i>Credit</i>			
Educational degree: Phd			

Note.

Correlation of numbers of classes to independent and individual work is:
for full-time education – 48,9/51,1 (24/66).

2. Purpose and tasks of the discipline

The purpose of the discipline is to study the theoretical foundations, organization and methods of economic analysis; developing the ability of postgraduate students to give an objective assessment of financial and economic activity, to diagnose the main problems of its development, to identify directions of improvement and to justify management decisions aimed at improving the efficiency of functioning; mastering the scientific approach to choosing the best management options.

Objectives of the discipline:

assimilation of theoretical questions concerning the essence, importance of economic analysis in management, its types, content and tasks.

study of information support, organization and methodology of economic analysis; the nature and scope of its basic techniques in management

mastering an objective assessment of the business activity of the enterprise.

developing skills to identify trends in change metrics, find out their causes, and predict possible consequences.

application of methods of analysis, implementation of economic interpretation of the obtained results and formulation of appropriate conclusions.

ability to formulate the results of the analysis, to justify the management decisions, to choose their optimal options and to monitor the implementation.

As a result of studying the discipline the student should **know:**

basic ideas about the content and tasks of economic analysis, objects and subjects of economic analysis, understanding of the cause and effect relationships between economic phenomena and indicators that reflect them; the role of economic analysis in the enterprise management system; methods, methods and techniques of economic analysis; information base of analysis; organization and stages of analysis;

- be able to: use different methods of economic analysis; to ensure comparison of indicators of economic activity; to carry out the analysis of economic activity of separate divisions of the enterprise; to select indicators and areas of analysis from the point of view of their continuity with the general indicators for the enterprise as a whole to carry out planning, execution and control of analytical works at the enterprise; to estimate demand for production of the enterprise; to analyse the security of the enterprise with labour resources; analyse the composition, structure and technical condition of fixed assets; analyse production costs by costing items and economic elements; to substantiate the main directions of use of profit in terms of technical development of production, social indicators.

The discipline program

Content module 1. Theoretical and conceptual foundations of economic analysis

Topic 1. The subject, object and tasks of economic analysis Economic analysis as a field of economic science. Main stages of economic analysis development. Its role in managing the economy and improving production efficiency. Economic analysis in a market economy. Economic activity as a subject of economic analysis. Objects and subjects of analysis. The content of the analysis. Conditions that contribute to the development of enterprise analysis. Use in the economic analysis of the coefficient system. The main categories of economic analysis. Resources, factors, production

reserves, their classification. The tasks of economic analysis. Evaluation of business results. Promote production management and control. Finding and identifying reserves, measures to implement them in order to improve production efficiency.

Topic 2. Method and Methods of Economic Analysis Method definition. Classification of methods. Method of economic analysis. Analytical method and principles of analytical research. Details of reporting indicators. Elimination as a method of calculating the influence of factors. Methods of elimination: chain substitutions, absolute and relative differences and recalculations. Comparison, its use in analysis. Types of comparisons. Data comparability requirements. Techniques of neutralization of the price factor, production volume, structure and assortment and more. Modeling. Type of models. The use of modeling in economic analysis. Balance sheet comparisons. Use this method to verify the consistency and reliability of the reporting facts. Using balance calculations to determine the magnitude of unknown metrics and factors. Balance technique, its possible use in analysis. Statistical methods used in the analysis. Tabular method. Features of construction of the analytical table. The use of the tabular method in the analysis. Grouping techniques and sampling. Dynamic series. Calculation of average and relative values. Graphic methods. Economic and mathematical methods used in economic analysis, their classification. Linear and dynamic programming, queuing theory, network graphics, transport problem, and more. Features of their use in the analysis of economic activity and scope of their application. Sociological and other methods used in economic analysis. Questionnaire research method. Interviews of subjects of analysis. Conducting the experiment.

Topic 3. Types of analysis and information support Content and concept of information. Information as an important resource of a modern market economy. Publicity and secrecy of information. Commercial secrecy, its boundaries and significance for business entities. Organization and control of production information flow. Characterization and classification of the most important types of information in the enterprise. System of technical and economic indicators as the basis of economic analysis. Requirements that the accounting and reporting system must meet. Accumulation, processing, systematization, storage and use of analytical information. The use of computers in economic analysis. Development and classification of analytical tasks. Creating an automated data bank to solve analytical problems. Validation of sources of information used in the analysis. Checking for external signs (in form) and content. Methods of checking the quality of the enterprise report. Use of audit to check the quality of accounting data and reports. Types and directions of economic analysis. Operational analysis. Prospective analysis. Techno-economic and financial-economic analysis. Inter-factory or comparative analysis. Functional cost and system analysis. Place of economic analysis of economic activity in the system of economic sciences. His connections with political economy, industry economies, marketing, production and management organization, financing, banking, statistics, accounting, auditing and more.

Content module 2 Organization of economic analysis

Topic 4. Organization and stages of economic analysis Concepts and general methodological principles of organization of analysis. Forms and methods of organization of analytical work. Features of organization and analysis by statistical,

financial-credit and management organizations. Planning, execution and control of individual works and analysis as a whole. Engage, coordinate, and encourage analysts. The main stages and sequence of the analysis of economic activity. Principles of ordering analysis programs. Selection, verification and analytical processing of economic information. Generalization, evaluation and written design of the analysis results. Forming proposals on the results of the analysis and monitoring their implementation.

Topic 5 Analysis of foreign economic activity. Analysis of the influence of non-resident shareholders on the activity of the enterprise. Impact of an individual shareholder on the activity of the enterprise. Formation and replenishment of the authorized capital of the enterprise. Analysis of the use of export production contracts and trade agreements. Factors affecting export sales volumes. Influence of export prices and nomenclature on sales volumes. Analysis of dependence of production on foreign suppliers. Determination of the dependence of production on foreign suppliers of raw materials, components. Foreign currency cash flow analysis. Sources of analysis. Need to analyze the movement of foreign currency money. Restrictions on the movement of foreign currency funds. Calculation of the coverage ratio of the foreign currency liabilities of the enterprise.

Contents Module 3. Technology of technical and economic analysis of the enterprise

Topic 6. Analysis of production of products, works and services The importance and tasks of the analysis of production of products, works and services. General scheme and sequence of analysis. System of indicators of production and volume of production. Factors of production. Analysis database. Analysis of the volume of production in natural and value terms. Assessment of the dynamics of production volume. Meters used to calculate dynamics. Analysis of the influence of extensive and intensive factors on the dynamics of indicators, the method of their calculation. Analysis of the range and structure of production. Comprehensive analysis of the impact of the range and structural shifts on the economic performance of the enterprise. The method of calculating the influence of this factor on the volume of production, etc. indicators of the enterprise. Analysis of the quality of products and works. Quality indicators. The variety and method of its analysis. Analysis of the impact of quality change on the economic performance of the enterprise. Analysis of production deficiency of the enterprise. Analysis of the completeness and rhythm of the enterprise. Estimation of reserves of increase in output.

Theme 7. Analysis of the demand, the state of the market and the volume of sales of products (services) of the enterprise. General scheme and sequence of analysis. A system of indicators and factors that determine the level of demand for products and services. The study of the functions of demand curves, its price elasticity for management decisions. Estimation of volumes and dynamics of realization of products and services. Analysis of fulfillment of contractual obligations on supply: volume, terms, assortment, quality. Characteristics of the relationship of output, shipment and sales. Analysis and evaluation of sales of individual goods. Analysis of export earnings and the factors behind its change. Analysis of the fulfillment of obligations on foreign economic activity of the enterprise. Estimation of total exports.

Valuation by assortment, by individual buyers, by group of countries, by types of deliveries and forms of payment. Assessment of the competitiveness of the enterprise in foreign markets and the efficiency of export operations. Content and implementation of the final analysis of the proceeds from the sale of products and services. Calculation of reserves of increase in sales of products.

Topic 8. Analysis of production resources and organizational and technical level of the enterprise Values and tasks of analysis. General scheme of analysis. Sources. Analysis of enterprise security of labor resources. Analysis of efficiency of utilization and development of production capacities. Analysis of the use of labor. Analysis of the use of working time. Indicators and analysis of the dynamics of labor productivity. Analysis of the influence of labor and organizational and technical factors on the dynamics of labor productivity. Analysis of the complexity of products. Analysis of labor productivity reserves and commodity output through better use of labor resources. Analysis of indicators of composition, structure and technical condition of fixed assets. Indicators of the enterprise's provision of equipment, production space and other fixed assets. Assessment of the dynamics of renewal and modernization of fixed assets, labor stock. Evaluation of investment activity of the enterprise. Analysis of the use of fixed assets. Classification of indicators of use of fixed assets. Analysis of the investment return and factors of its change. Analysis of efficiency of utilization and development of production capacities. Analysis of production equipment use. Methods for determining and calculating reserves for increasing output. Analysis of the enterprise's provision of material resources and the efficiency of their use. Analysis of the needs of the enterprise in material resources and the level of production inventories. Factors affecting inventory levels of an enterprise. Analysis of indicators of use of material resources and assessment of the dynamics of material consumption of products. Analysis of the factors of change and identification of reserves to reduce material consumption and increase production efficiency. The value and tasks of analysis of organizational and technical level (OTL) of the enterprise. General scheme of analysis and indicators of OTL. Assessment of the dynamics of indicators of the level of technology, technology, organization of production, labor and management. The content and methods of analysis of forecasts for improving the OTL of the enterprise in accordance with the adopted marketing strategy.

Topic 9. Cost Analysis of Production and Sales of Products The values, objectives and system of information support for cost analysis in an enterprise. Classification of types of costs and objects of analysis. The system of indicators of the level of costs and cost of production. General scheme of formation of costs of the enterprise and their analysis. Directions of analysis of costs at the enterprise by their elements and items of costing, depending on the volume of production and marketing of products, by places of occurrence of costs, by objects of costing. Cost analysis of products by cost items. Analysis of material costs. Analysis of wage costs and use of payroll. Analysis of average wages. Unproductive payroll payments. Analysis of complex cost items: costs for the maintenance and operation of equipment, shop, general, non-production. Cost analysis of individual products. Factors of formation of cost of products and methods of their analysis. Analysis of other items of cost of production. Content and methods of operational analysis of production costs and sales

of products. Selection of indicators of operational analysis and cost control of the enterprise. Methods to identify, evaluate and systematize the causes of cost deviations from the plan. Calculation and development of measures for the implementation of identified cost reserves.

Content module 4 Analysis of production resource efficiency.

Topic 10. Analysis of financial results and profitability The values, tasks and information support of the analysis of financial results of the enterprise. The place of profit in the system of generalized cost indicators, its value in the evaluation and stimulation of economic efficiency of the enterprise. Balance sheet profit and its components. Impact of individual groups of financial results on the amount of balance sheet profit. Profit from the sale of products (works, services). Analysis of the factors of change in sales revenue. Analysis of unplanned gains and losses. Estimation of missed opportunities of increase of profit and reasons for it. Analysis of profit distribution. Determination of the amount of net profit remaining at the disposal of the enterprise. Factors influencing the amount of net profit: their classification into dependent and independent of the enterprise. Analysis and justification of the feasibility of the main areas of profit. Analysis of profitability indicators: total profitability of production, sales, individual products. Factors of change in profitability, growth reserves.

Theme 10. Analysis of efficiency of use of labor resources. Analysis of the size, composition and movement of the workforce. Analysis of the use of working time fund. Labor productivity analysis. Analysis of material resources. Program and methodology of material resources analysis. Analysis of the validity and effectiveness of forming a portfolio of contracts and supplies of material resources. Analysis of the efficiency of the use of material resources. Analysis of opportunities to mobilize identified reserves to improve the efficiency of material resources.

4. Structure of the discipline

Name of content modules and topics	Number of hours				
	total	also			
		Lectures	Pract	Ind. task	Ind.work
1	2	3	4	5	6
<i>Module 1. Fundamentals of Economic Analysis</i>					
<i>Content module 1. Theoretical and conceptual foundations of economic analysis</i>					
Topic 1. The subject, object and tasks of economic analysis	14	2	2		10
Topic 2. Method and methods of economic analysis	14	2	2		10
Topic 3. Types of analysis and its information support	14	2	2		10
Together the content module	42	6	6		30
<i>Content module 2 Organization of economic analysis</i>					
Topic 4. Organization and stages of economic analysis	14	2	2		10
Topic 5. Analysis of foreign economic activity.	14	2	2		10
Topic 6. Analysis of production of	40	2	2	6	10

products, works and services					
Together the content module	48	6	6	6	30
TOTAL	90	12	12	6	60

5. Topics and plans of lectures

№	Name of topics	Quantity of hours
1.	Topic 1. The subject, object and tasks of economic analysis Economic analysis as a field of economic science. Main stages of economic analysis development. Its role in managing the economy and improving production efficiency. Economic analysis in a market economy. Economic activity as a subject of economic analysis. Objects and subjects of analysis.	2
2.	Topic 2. Method and Methods of Economic Analysis Method definition. Classification of methods. Method of economic analysis. Analytical method and principles of analytical research. Details of reporting indicators. Elimination as a method of calculating the influence of factors. Methods of elimination: chain substitutions, absolute and relative differences and recalculations. Comparison, its use in analysis. Types of comparisons.	2
3.	Topic 3. Types of analysis and information support Content and concept of information. Information as an important resource of a modern market economy. Publicity and secrecy of information. Commercial secrecy, its boundaries and significance for business entities. Organization and control of production information flow. Characterization and classification of the most important types of information in the enterprise.	2
4.	Topic 4. Organization and stages of economic analysis Concepts and general methodological principles of organization of analysis. Forms and methods of organization of analytical work. Features of organization and analysis by statistical, financial-credit and management organizations.	2
5.	Topic 5 Analysis of foreign economic activity. Analysis of the influence of non-resident shareholders on the activity of the enterprise. Impact of an individual shareholder on the activity of the enterprise. Formation and replenishment of the authorized capital of the enterprise. Analysis of the use of export production contracts and trade agreements.	2
6	Topic 6. Analysis of production of products, works and services The importance and tasks of the analysis of production of products, works and services. General scheme and sequence of analysis. System of indicators of production and volume of production. Factors of production. Analysis database. Analysis of the volume of production in natural and value terms. Assessment of the dynamics of production volume. Meters used to calculate dynamics.	2

	TOTAL	12
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6. Topics of practical classes

№	Name of topics	Quantity of hours
1	Topic 1. The subject, object and tasks of economic analysis	2
2	Topic 2. Method and methods of economic analysis	2
3	Topic 3. Types of analysis and its information support	2
4	Topic 4. Organization and stages of economic analysis	2
5	Topic 5. Analysis of foreign economic activity.	2
6	Topic 6. Analysis of production of products, works and services	2
	Total	12

7. Independent work

№ п/п	Name of topics	Quantity of hours
1.	Topic 1. The subject, object and tasks of economic analysis The content of the analysis. Conditions that contribute to the development of enterprise analysis. Use in the economic analysis of the coefficient system. The main categories of economic analysis. Resources, factors, production reserves, their classification. The tasks of economic analysis. Evaluation of business results. Promote production management and control. Finding and identifying reserves, measures to implement them in order to improve production efficiency.	10
2.	Topic 2. Method and methods of economic analysis Data comparability requirements. Techniques of neutralization of the price factor, production volume, structure and assortment and more. Modeling. Type of models. The use of modeling in economic analysis. Balance sheet comparisons. Use this method to verify the consistency and reliability of the reporting facts. Using balance calculations to determine the magnitude of unknown metrics and factors. Balance technique, its possible use in analysis. Statistical methods used in the analysis. Tabular method. Features of construction of the analytical table. The use of the tabular method in the analysis. Grouping techniques and sampling. Dynamic series. Calculation of average and relative values. Graphic methods. Economic and mathematical methods used in economic analysis, their classification. Linear and dynamic programming, queuing theory, network graphics, transport problem, and more. Features of their use in the analysis of economic activity and scope of their application. Sociological and other methods used in economic analysis. Questionnaire research method. Interviews of subjects of analysis. Conducting the experiment.	10
3.	Topic 3. Types of analysis and its information support System of technical and economic indicators as the basis of	10

	<p>economic analysis. Requirements that the accounting and reporting system must meet. Accumulation, processing, systematization, storage and use of analytical information. The use of computers in economic analysis. Development and classification of analytical tasks. Creating an automated data bank to solve analytical problems. Validation of sources of information used in the analysis. Checking for external signs (in form) and content. Methods of checking the quality of the enterprise report. Use of audit to check the quality of accounting data and reports. Types and directions of economic analysis. Operational analysis. Prospective analysis. Techno-economic and financial-economic analysis. Inter-factory or comparative analysis. Functional cost and system analysis. Place of economic analysis of economic activity in the system of economic sciences. His connections with political economy, industry economies, marketing, production and management organization, financing, banking, statistics, accounting, auditing and more.</p>	
4.	<p>Topic 4. Organization and stages of economic analysis Planning, execution and control of individual works and analysis as a whole. Engage, coordinate, and encourage analysts. The main stages and sequence of the analysis of economic activity. Principles of ordering analysis programs. Selection, verification and analytical processing of economic information. Generalization, evaluation and written design of the analysis results. Forming proposals on the results of the analysis and monitoring their implementation.</p>	10
5.	<p>Topic 5. Analysis of foreign economic activity. Factors affecting export sales volumes. Influence of export prices and nomenclature on sales volumes. Analysis of dependence of production on foreign suppliers. Determination of the dependence of production on foreign suppliers of raw materials, components. Foreign currency cash flow analysis. Sources of analysis. Need to analyze the movement of foreign currency money. Restrictions on the movement of foreign currency funds. Calculation of the coverage ratio of the foreign currency liabilities of the enterprise.</p>	10
6.	<p>Topic 6. Analysis of production of products, works and services Analysis of the influence of extensive and intensive factors on the dynamics of indicators, the method of their calculation. Analysis of the range and structure of production. Comprehensive analysis of the impact of the range and structural shifts on the economic performance of the enterprise. The method of calculating the influence of this factor on the volume of production, etc. indicators of the enterprise. Analysis of the quality of products and works. Quality indicators. The variety and method of its analysis. Analysis of the impact of quality change on the economic performance of the enterprise. Analysis of production deficiency of the enterprise. Analysis of the completeness and rhythm of the enterprise.</p>	10

	Estimation of reserves of increase in output.	
	Total	60

8. Individual tasks

1. To write an abstract on the subject of your own research, taking into account all the requirements for writing works of this type. Research topics:

1. Characterization of economic analysis as a method.
 2. Components of economic analysis.
 3. Relationship of economic analysis with other scientific disciplines.
 4. Types of design of the results of economic analysis.
 5. Basic principles of acceptance of comparison as one of the main methods of knowing the essence of economic phenomena and processes.
 6. Relationship between types of economic analysis and its organization.
 7. Features of the organization of analytical work at macro and micro levels.
2. To prepare a report with a presentation to the abstract.
3. Write a review for your abstract with all the requirements of the review.

9. Methods of Training

1. Training Methods for Knowledge:

1.1. Verbal: narrative, explanation, discussion (heuristic and reproductive), lecture, instruct, work with the book (read, transfer, discharge, scheduling, reviewing, summarizing, making tables, charts, reference compendia etc.).

1.2. Visual: demonstration, illustration.

1.3. Practical: practical work, exercise, production practices.

2. Methods for studying the nature of the logic of knowledge.

2.1. Analytical

2.2. Synthesis

2.3. Inductive method

2.4. Deductive method

3. Methods for studying the nature and level of independent mental activity of students.

3.1. Problem (problem-information)

3.2. Partly-search (heuristic)

3.3. Exploratory

3.4. Reproductive

3.5. Explanatory demonstration

4. Active learning methods – use of technical training, brainstorming, debates, roundtables, business and role-playing games, training, use of problem situations, self-knowledge, the use of educational tests and controlling the use of basic lectures.

5. Interactive learning technology – the use of multimedia technology. spreadsheets, case-study, dialogue training, student cooperation.

6. Roundtable personalized training. Scientific debate. “Brainstorm” Judicial sitting A role-playing and constructive response game. Training (a form of training using different forms of work with a small group to improve skills in modeling situations that are close to reality), Debriefing; Further Thinking: Six Thinking Hats by Edward de Bono (Thinking)

10. Methods of control

1. Rating control of a 100-point scale assessment ECTS.

2. An intermediate control during the semester (interim certification).

3. Criteria assess of the current work of students:

- the level of knowledge demonstrated in practical classes;
- active in the discussion of issues brought to the class;
- quick control during classes;
- self-study topics in general or specific issues;
- perform analytical calculation tasks;
- writing essays;
- test results;
- writing assignments during the tests;
- production situations, cases and more.

4. Direct consideration in the final assessment of student performance of certain individual tasks:

- educational and practical study of the presentation of results and more.

11. Distribution of scores received by students (full-time study)

Current testing and Independent work						Total for modules and IW	Attestation	Total	
Semantic module 1 - 30 points			Semantic module 2 - 30 points						Ind.work
T1	T2	T3	T4	T5	T6	15	85 (70+15)	15	100
10	10	10	20	10	10				

* Assessment of the level of assimilation by the applicant and the formation of general and special (professional competences) is carried out by the results of the applicant's submission on the discipline profile: prepared abstract on the subject of his own research. Provides direct consideration in the final assessment of the completion of a specific individual task for the discipline:

- evaluation of the systematic approach of the analysis of management decisions in the objects of research with reflection of interconnection and interdependence between constituent elements. (on the selected topic of the dissertation).

In order to ensure objectivity in assessing the level of competence acquisition, the final assessment is carried out on a fee basis (with the involvement of the postgraduate and doctoral students and a member of the ONP Management project team).

Grading scale: national and ECTS

Total points for all the educational activities	Mark ECTS	Ukrainian mark	
		For the exam, course project (work) practices	For the test
90 – 100	A	Excellent	Passed
82-89	B	Good	
75-81	C		
69-74	D		
60-68	E	Satisfactory	No passed
35-59	FX	Bad	
1-34	F		

13. Suggested Reading

1. Anna University , Chennai M.B.A. DEGREE EXAMINATION First Semester BA 7103 - ECONOMIC ANALYSIS FOR BUSINESS Lecture Notes (All Units) - 2015 Edition (Regulation 2015) <https://www.vidyarthiplus.com/vp/Thread-BA7103-Economic-Analysis-For-Business-Full-Lecture-Notes-2015-Edition>
2. Friedman, Milton, Essays in Positive Economics. Chicago: University of Chicago Press, 2014.*
3. McConnell, Campbell R. and Stanley Brue, Principles of Economics, sixteenth edition, New York: McGraw-Hill / Irwin, 2014.
4. Rahnama-Moghadam, Mashaalah, Hedayeh Samavati and David A. Dilts, Doing Business in Indebted Less Developed Countries. Westport, Conn: Greenwood Publishing Group, 2012.