

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

**Management Chair**

**“CONFIRMED”**

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

**(L. I. Mykhaylova)**

\_\_\_\_\_ “ ” \_\_\_\_\_ **2019**

**CURRICULUM**

**Methods of substantiation of making managerial decisions**

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: «Methods of substantiation of making managerial decisions» 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**

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

### 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 develop the skills of using modern, practical methods of developing and making various management decisions, as well as the ability to independently create and adapt such methods to specific conditions.

According to the purpose, **the main task of the discipline**, which is to educate future doctors of philosophy, is defined:

study of the basics of the theory of decision making, tendencies and perspectives of theory development and decision support tools;

mastering methodological approaches for the analysis and application of methods of substantiation and preparation of management decisions in practical activity;

mastering the skills of independent application of mathematical apparatus, computer equipment and modern software during economic analysis, search and justification of management decisions.

application of modern management decision-making methods to solve real-world applied problems of a market economy, possibility to choose the right methods and use the results of their application in researching, solving and highlighting specific problems of business activity.

As a result of studying the discipline, the student must:

### **know:**

- essence and technology of managerial decision making, classification of managerial decisions, parameters and conditions for quality assurance of managerial decisions;

- methods of finding, making and justifying management decisions in management activities, forecasting their consequences and evaluating effectiveness;

- models, methods and criteria for managerial decision-making both in terms of uncertainty, uncertainty, risk and conflict;

- economic laws, scientific approaches that influence the effectiveness of management decisions; stages of the decision-making process.

### **be able:**

- navigate independently and freely in the theoretical and methodological foundations of finding and making management decisions;

- analyze the problem situation, identify the main risks that affect the outcome of management activities;

- to make a reasonable choice of economic and mathematical models in the study of problem situations;

- to select and apply adequate criteria for assessing the quality and effectiveness of management decision projects;

- to use computer equipment and modern software tools to solve the problems of making managerial decisions in practice.

## 3. Program of the discipline

### **Semantic module 1. Theoretical basis for making managerial decisions**

**Topic 1. Decision-making in the management system.** The concept and nature of managerial decision. Stages of management. The process of management and decision making. Aspects of making a management decision. Classification of

decisions. Requirements for the quality of managerial decisions. System of quality characteristics of accepted management decisions

**Theme 2. Psychological aspects of decision making.** Psychological phenomena of the decision making process. Group decisions. Individual manager qualities and leadership style in the decision making process. The concept of practical reason, psychological tact, energetic, demanding, critical, initiative, autonomy, sociability, perseverance, ability to work, ability to understand people, freedom, optimism, competence, creativity, "healthy careerism". Vroom-Itton's decision-making model. Criteria of the problem in the Vroom-Ytton model.

**Topic 3. Expert methods in the process of developing solutions.** Procedures and methods of organization of examinations. Cases of using expert methods. Tasks of the expert group. Methods of expert assessments. Stages of examination by the method of brain attack. Assessment of the qualities of the expert. Methods of expert evaluation. Methods of obtaining quantitative and qualitative expert assessments. Concept of quantitative scale. Expert assessments and measurement methods. Information technology in the process of development and decision making.

**Content module 2. Methodical basis for making managerial decisions**

**Topic 4. Technology and organization of the decision-making process.** Decision-making process and its structure. Composition and sequence of stages of the process of making managerial decisions. Situation analysis. Identification of the problem. Definition of selection criteria. Development of alternatives. Choosing an alternative Matching the solution. Implementation management. Monitoring and evaluation of results. Features of the Japanese decision-making procedure. The system of "rings". Characteristics of the Japanese style of decision making. Management apparatus and decision making process. Characteristics of the "classical" structure and management apparatus, oriented to decision-making. Aspects of choosing the most rigorous level of decision-making. Methods of modeling and optimizing solutions. Models of the theory of games. Models of the theory of queues. Models of inventory management. Models of linear programming.

**Topic 5. Decision-making under risk conditions.** Concept and classification of risks. Risk Management Methods. Zones of risk. The distribution curve of the probability of profit. The risk curve. Main directions of activity in risk management. Risk Management System.

**Theme 6. Methods of substantiation and implementation of decisions.** Organization and control of implementation of decisions. Procedures for the implementation of a management decision. Tasks of the organizational mechanism for the implementation of managerial decisions. Management decisions and responsibilities. Model of implementation of managerial decisions. Organizational mechanism for implementing the solution. Types of responsibility Mechanisms for controlling liability. An assessment of the effectiveness of the decisions. Factors of effective management decisions. The main factors in improving the effectiveness of management decisions.

**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

<b>Module 1. Fundamentals of the theory, content and concept of making managerial decisions, adoption and implementation of decisions.</b>					
<b>Semantic module 1. Theoretical basis for making managerial decisions</b>					
Topic 1. Decision-making in the management system.	14	2	2		10
Topic 2. Psychological aspects of decision making.	14	2	2		10
Topic 3. Expert methods in the process of developing solutions.	14	2	2		10
Together the content module	42	6	6		30
<b>Semantic module 2 Methodical basis for making managerial decisions</b>					
Topic 4. Technology and organization of the decision-making process.	14	2	2		10
Topic 5. Decision-making under risk conditions.	14	2	2		10
Topic 6. Methods of substantiation and implementation of solutions.	40	2	2	6	10
Together the content module	48	6	6	6	30
<b>TOTAL</b>	<b>90</b>	<b>12</b>	<b>12</b>	<b>6</b>	<b>60</b>

### 5. Topics and plans of lectures

No	Name of topics	Quantity of hours
1.	<b>Topic 1. Decision-making in the management system.</b> The concept and nature of managerial decision. Stages of management. The process of management and decision making. Aspects of making a management decision. Classification of decisions. Requirements for the quality of managerial decisions. System of quality characteristics of accepted management decisions	2
2.	<b>Topic 2. Psychological aspects of decision making.</b> Psychological phenomena of the decision making process. Group decisions. Individual manager qualities and leadership style in the decision making process. The concept of practical reason, psychological tact, energetic, demanding, critical, initiative, autonomy, sociability, perseverance, ability to work, ability to understand people, freedom, optimism, competence, creativity, "healthy careerism". Vroom-Itton's decision-making model. Criteria of the problem in the Vroom-Ytton model.	2
3.	<b>Topic 3. Expert methods in the process of developing solutions.</b> Procedures and methods of organization of examinations. Cases of using expert methods. Tasks of the expert group. Methods of expert assessments. Stages of examination by the method of brain attack. Assessment of the qualities of the expert. Methods of expert	2

	evaluation. Methods of obtaining quantitative and qualitative expert assessments. Concept of quantitative scale. Expert assessments and measurement methods. Information technology in the process of development and decision making.	
4.	<b>Topic 4. Technology and organization of the decision-making process.</b> Decision-making process and its structure. Composition and sequence of stages of the process of making managerial decisions. Situation analysis. Identification of the problem. Definition of selection criteria. Development of alternatives. Choosing an alternative Matching the solution. Implementation management. Monitoring and evaluation of results. Features of the Japanese decision-making procedure. The system of "rings". Characteristics of the Japanese style of decision making. Management apparatus and decision making process. Characteristics of the "classical" structure and management apparatus, oriented to decision-making. Aspects of choosing the most rigorous level of decision-making. Methods of modeling and optimizing solutions. Models of the theory of games. Models of the theory of queues. Models of inventory management. Models of linear programming.	2
5.	<b>Topic 5. Decision-making under risk conditions.</b> Concept and classification of risks. Risk Management Methods. Zones of risk. The distribution curve of the probability of profit. The risk curve. Main directions of activity in risk management. Risk Management System.	2
6	<b>Topic 6. Methods of substantiation and implementation of decisions.</b> Organization and control of implementation of decisions. Procedures for the implementation of a management decision. Tasks of the organizational mechanism for the implementation of managerial decisions. Management decisions and responsibilities. Model of implementation of managerial decisions. Organizational mechanism for implementing the solution. Types of responsibility Mechanisms for controlling liability. An assessment of the effectiveness of the decisions. Factors of effective management decisions. The main factors in improving the effectiveness of management decisions	2
	<b>TOTAL</b>	12

#### 6. Topics of practical classes

No	Name of topics	Quantity of hours
1	Topic 1. Decision-making in the management system.	2
2	Topic 2. Psychological aspects of decision making.	2
3	Topic 3. Expert methods in the process of developing solutions.	2
4	Topic 4. Technology and organization of the decision-making	2

	process.	
5	Topic 5. Decision-making under risk conditions.	2
6	Topic 6. Methods of substantiation and implementation of solutions.	2
	Total	12

### 7. Independent work

№ п/п	Name of topics	Quantity of hours
1.	<b>Topic 1. Decision-making in the management system.</b> Requirements for the quality of managerial decisions. System of quality characteristics of accepted management decisions	10
2.	<b>Topic 2. Psychological aspects of decision making.</b> Vroom-Itton's decision-making model. Criteria of the problem in the Vroom-Ytton model.	10
3.	<b>Topic 3. Expert methods in the process of developing solutions.</b> Methods of obtaining quantitative and qualitative expert assessments. Concept of quantitative scale. Expert assessments and measurement methods. Information technology in the process of development and decision making.	10
4.	<b>Topic 4. Technology and organization of the decision-making process.</b> The system of "rings". Characteristics of the Japanese style of decision making. Management apparatus and decision making process. Characteristics of the "classical" structure and management apparatus, oriented to decision-making. Aspects of choosing the most rigorous level of decision-making. Methods of modeling and optimizing solutions. Models of the theory of games. Models of the theory of queues. Models of inventory management. Models of linear programming.	10
5.	<b>Topic 5. Decision-making under risk conditions.</b> The risk curve. Main directions of activity in risk management. Risk Management System.	10
6.	<b>Theme 6. Methods of substantiation and implementation of solutions.</b> Organizational mechanism for implementing the solution. Types of responsibility Mechanisms for controlling liability. An assessment of the effectiveness of the decisions. Factors of effective management decisions. The main factors in improving the effectiveness of management decisions.	10
	Total	<b>60</b>

### 8. Individual tasks

1. Write a lecture on the topic of his own research, taking into account all the requirements for writing works of this type.

Research topic:

1. Managerial decisions in the field of marketing.
2. Criteria for decision-making in the process of forming strategies for competitiveness of products.



3. Management decisions in the field of financial management.
4. Simulation model of capital structure management.
5. Management decisions in the field of innovation and investment management.
6. Psychological aspects of decision making
7. Technology and organization of the decision-making process
8. Expert methods in the process of developing solutions
9. The role of information in the process of making managerial decisions.
10. Combat information overload.
11. Art to delegate authority.
12. Japanese decision making model.
13. Intuition in the decision-making process.
14. The concept of ethics in the process of making managerial decisions.
15. Decisions concerning the involvement of outside organizations.
16. Concept of information in decision making and structural types of organizations.

2. To prepare the report with the presentation to the written essay.

3. Write a review to your own 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	<b>A</b>	Excellent	Passed
82-89	<b>B</b>	Good	
75-81	<b>C</b>	Satisfactory	
69-74	<b>D</b>		
60-68	<b>E</b>	Bad	No passed
35-59	<b>FX</b>		
1-34	<b>F</b>		Repeated study of the course

### 13. Suggested Reading

1. Key Principles of Management and Leadership. (2013). Learning Curve Group.
2. Cardoso, D. (2014). Taylor's Scientific Management Principles in Current Organizational Management Practices. Hanken School of Economics.
3. Cooper, D.R. & Schindler, P.S. (2013). Business Research Methods (12th ed.). McGraw-Hill Education.
4. Henslin, J. (2014). Sociology: A down to earth approach (2nd ed.). Malaysia: Pearson Australia.
5. Ricardo Jorge Alves Santos (2015) Scientific management methods dissertation submitted as partial requirement for the conferral of Master in International Management.
6. Gawlik Cracow. (2016) Methodological Aspects of Qualitative-Quantitative Analysis of Decision-Making Processes Remigiusz University of Economics /mpa.ub.uni-muenchen.de/72362/1/MPRA\_paper\_72362.pdfPoland
7. Bower, J. L. (2006). Managing the Resource Allocation Process. Boston, Mass: Harvard Business School Press.
8. Vendelø, M.T. (2009) "Improvisation and Learning in Organizations – An Opportunity for Future Empirical Research". Management Learning, Vol.40, No4, pp.449-456.