

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SUMY NATIONAL AGRARIAN UNIVERSITY  
FACULTY OF ECONOMICS AND MANAGEMENT**

**PROGRAM  
UNIFIED STATE QUALIFICATION EXAM  
BACHELOR'S EDUCATIONAL DEGREE  
FIELD OF KNOWLEDGE 73 «MANAGEMENT AND  
ADMINISTRATION»  
SPECIALTY 073 «MANAGEMENT»**

**Variable part**

**Sumy - 2020**

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**The program was prepared by:**

**Strochenko N.I. – Ph.D. (Economics), professor**

**Mykhailov A.M. - Dr.Sc. (Economics), professor**

**Mykhailova L.I. – Dr.Sc. (Economics), professor**

**Batsenko L.M. - Ph.D. (Economics), associate professor**

**Kharchenko T.M. - Ph.D. (Economics), associate professor**

**Lukash S.M. - Ph.D. (Economics)**

**Makarova V.V. - Ph.D. (Economics), associate professor**

**Dashutina L.O. - Ph.D. (Economics), associate professor**

**Diachenko O.V. - Ph.D. (Economics), associate professor**

**Mohylna L.M. - Ph.D. (Economics)**

**Melnyk M.I. - Ph.D. (Economics)**

**Tkachenko V.V. - Ph.D. (Economics)**

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## **Introduction**

Attestation of bachelors of Sumy National Agrarian University is carried out in accordance with the Laws of Ukraine "On Higher Education", "On Education", Regulations "On the organization of the educational process in Sumy NAU", approved by the Academic Council of Sumy NAU March 30, 2015, state and industry standards education and other regulations of Ukraine on education, the Charter of SNAU.

The program of the unified state qualification (professional) exam is prepared in accordance with the Standard of Higher Education of Ukraine: first (bachelor) level, field of knowledge 07 - Management and Administration, specialty 073 - Management, approved and implemented by order of the Ministry of Education and Science of Ukraine from 29.10.2018 #1165 and the educational program regulating the content of the educational - professional program and diagnostics tools of bachelor's preparation quality, field of knowledge 07 "Management and administration", a specialty 073 "Management".

The purpose of the state exam is to assess the level of professional competence, the degree of mastering the educational training program and the state certification of a specialist for compliance with the educational level "bachelor".

The program of the state exam contains content modules of normative educational disciplines of a cycle of professional and practical preparation of educational - professional bachelor's preparation.

The list of recommended sources for the program contains a list of modern scientific special literature on the disciplines of the variable part.

## 1. STAGES AND GENERAL CONTENT OF THE UNIFIED STATE QUALIFICATION EXAM

The state exam on preparation of the bachelor of knowledge 07 "Management and administration" of a specialty 073 "Management", provides performance of qualification objectives, is the form of proficiency testing which allows to define objectively and reliably level of educational and professional preparation of graduates of higher educational institution on bachelor educational level.

The state exam consists of three stages:

**1st stage** – testing knowledge in the form of tests that forms the skills specified in the ISHE MSE of Ukraine and its variable part of the university. Educational and qualification characteristics of the bachelor of specialty 073 "Management" is formed by the following disciplines:

- HR management;
- Theory of organization;
- Management;
- Strategic enterprise management;
- Operational management;
- Economics and finance of the enterprise;
- Logistics;
- Finance, money and credit;

**2nd stage** – providing answers to theoretical problems in academic disciplines:

- Management;
- Theory of organization;
- Self-management;
- Administrative management;
- State and regional governance

**3rd stage** – written solution of a situational problem in academic disciplines:

- Operational management;
- HR management;
- Innovation management;
- Strategic management;
- Economics and finance of the enterprise.

## **2. REQUIREMENTS FOR THE COMPONENTS OF THE UNIFIED STATE QUALIFICATION EXAM**

**1. Requirements for test tasks.** The system of basic test tasks is formed by expert assessment of each task and their set and covers all content modules from a set of academic disciplines, which are included in the state exam.

The test task is a closed form with the proposed answers, in which the correct ones are chosen from a set of choices (three or four answers, only one of which is correct).

The interrogative part of the test task is formulated in an affirmative or interrogative form concisely, clearly, without double interpretation.

The answer elements of the test task have a separate indexing. Possible answers are not separated by any sign and are located below the question mark.

The selection of test tasks of each variant includes such a number that is sufficient to ensure adequate measurement accuracy. Representation of each discipline in each variant is provided proportionally. The number of state exam tests' variants is 30.

### **2. Requirements for theoretical tasks**

The system of basic theoretical tasks is formed by expert assessment of each task and covers all content modules from the complex of academic disciplines, which are included in the State exam.

The interrogative part of the theoretical problem is formulated in the affirmative form concisely, clearly, without double interpretation.

A set of 30 theoretical tasks is submitted for the unified state qualification exam.

### **3. Requirements for a set of complex situational tasks**

The complex situational task on content modules of several disciplines models a real situation which the graduate of specialty "Management" bachelor degree can meet in practical activity, simulates process of preparation, making and realization of the administrative decision. Structurally, the problem consists of: characteristics of the situation (initial conditions); information support; specific task - to develop alternatives; choose the best option; substantiate the management decision; draw it up properly (order, memo, etc.; propose an action plan; determine their effectiveness).

A set of 30 tasks is submitted for the unified state qualification exam.

### 3. ASSESSMENT OF THE KNOWLEDGE'S COMPLIANCE DEGREE WITH CERTAIN CRITERIA

According to the provision "On the unified state qualification exam for bachelor's and master's degrees", approved by the order of the Rector of Sumy NAU # 135-K of April 27, 2018, the assessment of the state qualification exam's results is carried out in accordance with the university's assessment system of knowledge.

1. *On a national (4-point) scale:*

- Excellent
- Good;
- Satisfactory;
- Unsatisfactory.

2. *On 100-point scale:*

- 90-100 points – excellent – excellent performance with minor errors (A);
- 85-89 points – good – above average standards, but with some errors (B);
- 75-84 points – good – meaningful work in general with significant errors (C);
- 65-74 points – satisfactory - clearly, but with significant shortcomings (D);
- 60-64 points – satisfactory - performance meets the minimum criteria (E);
- less than 60 points - unsatisfactory (F, FX).

*Examination work on the State Exam consists of three stages:*

*1st stage* - testing of knowledge (30 tasks) of 1.5 points for each correct answer, maximum 45 points;

*2nd stage* - evaluation of answers to theoretical tasks (1 task) - maximum 15 points for the correct answer; (*table 3.1.* )

*3rd stage* - evaluation of the situational task solution (1 task) - maximum 40 points for the correct answer (*table 3.2*).

Table 3.1 – Criteria for assessing the answer to the theoretical question of the Unified State Qualification Exam

The nature of the answer	Number of points
The answer is complete, detailed, demonstrates knowledge of basic definitions and categories, logical and meaningful analysis of the material	14-15
Consistent presentation of the material, no logical analysis, conclusions are not substantiated.	12-13
Insufficient completeness of the answer, basic definitions and categories are vague, abstract	10-11
The answer indicates gaps in knowledge, misunderstanding of the question, no logic in material presentation.	8-9
The answer does not fully reveal the question, does not contain analysis, conclusions	6-7
The answer does not reveal the essence of the question, does not contain conclusions	4-5
There is no answer to the question or the answer is not sufficiently substantiated, does not contain conclusions	0-3

Completion of all examination tasks in the state qualification exam is mandatory. An unsatisfactory grade on one of the exam stages is the basis for giving an unsatisfactory grade for

the exam as a whole. Each stage (task) is evaluated separately. The final grade of the state qualification exam is defined as the average of the positive grades for each type of examination tasks. The decision of the examination commission on assessment of knowledge established during the complex examination, as well as on awarding students qualifications and issuance of diplomas to graduates (established sample or with honors) is made at a closed meeting of the commission by open majority voting of the commission members.

Table 3.2 – Criteria for assessing the answer to the theoretical question of the Unified State Qualification Exam

The nature of the answer	Number of points
The student's answer contains a consistent and reasoned solution to the problem, demonstrated the ability to draw their own conclusions.	36-40
The student's answer contains a consistent solution of the problem, the calculations are done correctly, but insufficiently reasoned conclusions.	31-35
The answer is unsubstantiated, the solution algorithm is followed, but there are errors in the calculations.	26-30
The algorithm for solving the problem is not followed, there are errors in the calculations.	21-25
The problem is solved with errors, there are no conclusions.	16-20
The problem is solved with serious system errors, no conclusions.	10-15
The problem is not solved or partially solved with fundamental errors, there are no conclusions.	0-9

The maximum number of points that can be obtained from the exam work - 100 points.



#### 4. ANNOTATIONS OF DISCIPLINES INCLUDED IN THE STATE EXAM

##### HUMAN RESOURCE MANAGEMENT

The **purpose** of the discipline - the study of this discipline is to provide students with a system of knowledge about the essence of personnel management of enterprises and organizations, mastering the basics of theory, methodology and practice of personnel management under the market mechanism of management. Provides for the formation of skills in the application of personnel management methods; carrying out work on the selection, hiring, use, training and evaluation of personnel. Acquired knowledge is necessary for the formation of future managers, business leaders, specialists in the field of personnel management in various sectors of the economy.

The **main objectives** of the discipline - the discipline is the formation of a system of knowledge of students on: development of an effective personnel management system in the organization; development of an effective personnel policy of the enterprise; designing a personnel management system and the regulatory number of employees of the personnel service of the enterprise; organization of recruitment and selection of personnel in organizations; training, advanced training and retraining of employees at the stage of staff development; managing the business career, relocation and dismissal process; personnel evaluation and personnel certification; evaluating the effectiveness and efficiency of personnel management.

***As a result of study the discipline the student should:***

Module 1: the essence of the personnel management process, basic principles and methods of personnel management, the evolution of scientific views on human resource management, basic modern theories of personnel management, national and regional human resources management, tasks and functions of personnel services, legal aspects of personnel management, basic types and methods of personnel planning and sources of ensuring the needs of the organization in personnel, features of the organization of recruitment and selection of personnel, the essence of professional orientation and labor adaptation, features of the process of formation of managerial staff, the essence and concept of socionics, motivation and stimulation of staff.

Module 2 essence, tasks of personnel evaluation and its types, features of professional training abroad, types and methods of staff training, business career management, features of determining compensations, benefits and rewards, concepts and basic indicators of staff turnover and ways to prevent it, organization management of labor movements, the dynamics and development of a stable team, the basic requirements for the organization of office work of personnel services, requirements for the preparation and execution of personnel decisions, the organization of accounting and reporting personnel.

***Students must be able to:***

Module 1: assess the main professional and personal qualities of employees, determine the professional orientation of the individual, develop a plan for the organization's staffing needs, apply basic methods of selection and selection of employees for vacant positions, assess the sociotype of personality, apply motivational strategies in personnel management, use various forms of criticism.

Module 2: conduct periodic assessment of personnel at the enterprise, assess the socio-psychological climate of the team, resolve conflict situations in personnel management, develop basic documents for certification of managers and specialists, make plans for relocation of employees, develop career plans and staff development; to compile the main documents that regulate the activities of employees, to assess the effectiveness and efficiency of staff use.

**Contents of the course:**

*Module 1.* Fundamentals of personnel management. Personnel formation system of the organization

Topic 1: Personnel management in the management system of organizations.

- Topic 2. The evolution of views on personnel management.
- Topic 3: Staff composition and structure
- Topic 4. Personnel policy and governing bodies in the personnel management system
- Topic 5: Personnel planning in organizations
- Topic 6: Organization of recruitment and selection of personnel
- Topic 7: Vocational guidance and adaptation in the personnel management system
- Topic 8: Human resources management
- Module 2. Evaluation, development and management of personnel use*
- Topic 9. Reserve in personnel management
- Topic 10: Personnel evaluation in organizations
- Topic 11: Personnel development management
- Topic 12: Career management and staff relocation
- Topic 13: The system of compensation and remuneration in personnel management
- Topic 14. Formation of the organization
- Topic 15. Documentation and record keeping in the personnel management system
- The list of knowledge and practical skills at the end of the discipline:

### **References:**

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2. Carmen Paz-Aparicio, Joan E. Ricart, Jaime Bonache, (2017) rstanding the decisicn to offshore human resource activities: a coevolutionary perspective", Internationa Journal of Physical Distribution & Logistics Management, Vol. 47 ssue: 2/3, pp.175-197, <https://doi.org/10.1108/IJPDLM-09-2015-0224>
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4. Nils-Ole Hohenstein, Edda Feisel, Evi Hartmann, (2014) "Human resource management issues in supply chain management research: A systematic literature review from 1998 to 2014", International Journal of Physical Distribution & Logistics Management, Vol. 44 Issue: 6, pp.434-463, <https://doi.org/10.1108/IJPDLM-06-2013-0175>
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## **THEORY OF ORGANIZATION**

**Purpose** of study subject is shaping the future of modern management, a systematic approach, outlook on the creation, operation and evolution of organizations..

**Task:** is in the systematization of the experience of the development of science, the theory of organization, in understanding the ways of organization of nature and human activities, explanation, and the compilation of these methods, setting trends and regularities of their development.

***As a result of study the discipline the student should:***

***know:*** theory and practice of operational organizations in the changing conditions of modern market economic and social environment, the regulatory processes that occur in conjunction with the external environment; basic theory of organization; theoretical and methodological principles for the creation and operation of organizations, forming of organizational structures of different types of organizations; skills transformation, creating an image and culture organizations.

***be able to:*** work with monographs, reference encyclopedic, statistics, electronic sources of social and problematic issues and management; use own method of calculation of key indicators and use of methodological tools for knowledge-changing events and processes that affect the state of organization; use methodological and methodical study of the effectiveness of the techniques and design of organizations; investigate and characterize different types of organizations, identifying their advantages and disadvantages; carry out comparative analysis and the formation of different types of organizational structures ;determine the factors forming the image and culture of the organization; develop measures of transformation at the organization as a whole and its components with the influence of environmental factors.

**Contents of the course**

*Module 1. Methodological foundations of the organization theory.*

Topic 1. Methodological principles of theory of organization.

Topic 2. Basic organizational theories and models.

Topic 3. Organization as a system.

*Module 2. Technologies of organization theory.*

Topic 4. Organization as a society.

Topic 5. Organizational process.

Topic 6. Self organization.

Topic 7. External and internal environment of the organization.

Topic 8. Organizational design.

Topic 9. Culture of organization.

**References:**

1. Neil Fligstein Organizations: Theoretical Debates and the Scope of Organizational Theory, 2015
2. Mahmoud M. Alajlani The Classical Theory of Organisation and it's Relevance, 2017
3. Shafritz, J. M., Ott, S. J., & Jang, Y. S. (2016). Classics of Organizational Theory (7th ed.). Belmont, Calif.: Wadsworth.
4. Management and Organization Theory: A Jossey-Bass Reader, Jeffrey A. Miles, ISBN: 978-1-118-00895-9, 480 pages, February 2012, ©2012, Jossey-Bass
5. Concepts in Strategic Management and Business Policy (14th Edition) Paperback – February 1, 2014 by Thomas L. Wheelen , J. David Hunger, Alan N. Hoffman, 2014
6. Druker Peter F. Practice Management: Per. with English .. - M.: Izdat. House "Williams" 2001. - 398 p.
7. Josef Bel-Molokwu, P COURSE TITLE: ORGANISATION BEHAVIOUR AND THEORY, 2012

**MANAGEMENT**

**Purpose:** acquisition theoretical knowledge and practical skills for personal development manager, the formation of students' individual characteristics and behavioral skills necessary for future leaders, the development of future management skills to organize personal work.

***As a result of study the discipline the student should:***

***know:***

essence of basic concepts and categories of management; principles and functions of management; history of management, system of management methods; table of contents of processes and management technologies; bases of planning, motivation and controlling; making

decision in management; informative providing of management process; essence of management and leadership, management styles; ethics and accordance in management; management efficiency.

***be able to:***

find out causal relationships in organizations, analyze and synthesize material in a given system, compare the facts on the basis of acquired knowledge from various sources, to make a contribution to harmonizing human relationships, establish effective communication in the management to develop technology adoption and implementation of management decisions structured tasks according to the number and qualifications of prioritize work to calculate the duration of their performance.

**Contents of the course**

*Module 1.*

- Topic 1. Theoretical Foundations of Management.
- Topic 2. The History of Management.
- Topic 3. Laws and Patterns of Management.
- Topic 4. Functions and Methods of Management.
- Topic 5. Management as a Process.
- Topic 6. Planning as the Basic Management Function.
- Topic 7. Organizing as the Basic Management Function..

*Module 2.*

- Topic 8. Motivating as Basic Management Function.
- Topic 9. Controlling as Basic Management Function.
- Topic 10. Management Groups in the Organization.
- Topic 11. Information and Communication Management.
- Topic 12. Management and Leadership.
- Topic 13. Evaluating the Effectiveness of Management.

**References:**

1. Mathias Weske: Business Process Management: Concepts, Languages, Architectures 2nd ed., Springer-Verlag Berlin Heidelberg 2012, XV, 403 p.
2. Gemmy Allen and Warren Plunkett/ Management (Meeting and Exceeding Customer Expectations), Wessex Inc., 11th Edition, 2016,- 702 p.
3. James Sagner. Management and Organizational Behavior: The Fast Track Series Paperback – 2018, - 294 p.
4. Keith Ord, Robert Fildes, Nikos Kourentzes. Principles of Business Forecasting--2nd ed., Wessex, inc., 2017, - 588 p.
5. David S. Bright. Principles of Management. OpenStax - 2019, -607 p.
6. Kerzner, Harold. Project management : best practices : achieving global excellence / Harold Kerzner. —2nd ed. , 2010, - 707p.
7. Lisa Thomas, Julie Haupt, Andy Spackman. Management Communication. -2017, -244 p.

**STRATEGIC ENTERPRISE MANAGEMENT**

**The purpose** is to obtain theoretical and practical knowledge and skills in strategic management in market conditions in order to achieve not only the "survival" of enterprises, but also continuous development, realize their potential.

***As a result of study of educational discipline a student should:  
to know:***

- the nature and predictors of strategic management, strategic management features, advantages strategically oriented enterprise core essence and core competencies;
- the essence of strategic analysis , methodology of SWOT - analysis, strategic types of firms , the concept of the mission and goals of the organization, the types of organizational structures, factors in choosing the organizational structure, strategic use of information

technology; classification strategies, general strategy, values and types of plans , current approaches to planning, BCG matrix, the matrix McKinsey" attractiveness - competitive " business complex analysis, indicators of the competitiveness of the company;

- resource and functional strategies , methods of implementation strategies, an evaluation and monitoring strategies , signs of resistance to change, resistance to change management practices , types of corporate culture in organizations;

**be able to:**

-think strategically to the organization to use a system approach to the management of the organization;

- identify core and core competencies, share economic information according to its species;

- conduct SWOT - analysis, to determine the type of strategic firms formulate the mission and goals of the organization, identify the organizational structure of the company.

- classify strategies to develop different types of plans , conduct portfolio analysis BCG matrix , McKinsey " attractiveness - competitive";

- to determine the feasibility of a certain type of strategies, evaluate sales strategies to develop the skills to overcome resistance to change;

- to make the application of the general strategy.

**Contents of the course**

*Module 1.* Essence of strategic management

Topic 1. Conceptual foundations of the theory of strategic management.

Topic 2. Levels of strategic decision-making and strategy typology Company.

Topic 3. Levels of strategic decision-making and strategy typology Company.

Topic 4. Stages of Strategic Management and features formation of business strategy.

Topic 5. Strategic Planning.

Topic 6. Strategic analysis of the environment of the enterprise.

*Module 2.* Generating strategies and conditions for their implementation

Topic 7. The strategic potential of the company and forming its competitive advantage.

Topic 8. Types of Strategic Management.

Topic 9. Portfolio management strategies and strategic positions company.

Topic 10. Generating strategies and conditions for their implementation.

Topic 11. Organizational support and strategic management.

Topic 12. Strategic control in the process of strategic change in company.

Topic 13. Change management in organizations.

**References**

1. Bourgeois L. J. Strategic Management. Concepts for managers / L. J. Bourgeois, Irene M. Duhaime, J. L. Stimpert. – Fort Worth : The Dryden Press, Harcourt Brace College Publishers, 2009. – 346 p.

2. Chabowski L. Knowledge Management and Balanced Scorecard Outcomes : Exploring the Importance of Interpretation, Learning and Internationality / L. Chabowski, R. Hult, M. Ketchen // British Journal of Management. – Oxford : Wiley, 2010. – Vol. 21. – Issue 4. – P. 967–982.

3. Emmett S. Is Your Strategy Evaluation Biased? / S. Emmett, W. A. Tayler // Strategic Finance. – Montvale : IMA, 2013. – Vol. 95. – Issue 11. – P. 27–34.

4. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise 1st Edition by J.-C. Spender (Author) Hardcover: 340 pages

**OPERATIONAL MANAGEMENT**

**The purpose of the course is** to equip future professionals with the knowledge of effective design, planning, preparation and organization of work in the field of material

production and services in the modern world. Consider the development and implementation of the production program of the organization, their tactics and policies.

***As a result of study of educational discipline a student should:  
to know:***

- the current state of development and evolution of operations management, the role and place of operations management in the control system, the essence of the production process, the concept and principles of operations management, production system and its main features, functions and purpose of management, industrial facilities management, types of characteristics, the impact of the type of the organizational management structure, models of production and service, service characteristics, types of service systems, technology services, system support services, core manufacturing strategy, manufacturing strategy and competitive priorities, role and place of production strategy,
- the formation of industrial strategy, development strategy and competitiveness problems, the traditional product design, modern methods of accelerated product design, product design through the eyes of the consumer, the management of quality in the design of the product;
- value analysis and value engineering, the choice of the production process, design process, production, organizational and technological aspects of accommodation facilities, the issue of flexibility of the production process;
- the system of continuous improvement of products and processes, and methods of production processes, the essence of the theory streaming, streaming calculation of parameters of work;
- design line production and its efficiency, automation of production processes, the factors that determine the power, the choice of business location, design firms, to calculate capacity;
- foundations of technical and social policy of the company, the organization of technical training, organizational and technological training, structural solution of production, external integration solutions, the nature and purpose of the creation of reserves, the role, accounting and inventory evaluation, inventory management system, a model with fixed amount and period, the determination of the level of buffer, organizational essence of "just in time", the organization and implementation of "just in time", the advantages and disadvantages of "just in time";
- logistics solutions and processes in logistics, warehousing and system placement of stocks, network model and its elements;
- the rules for constructing a network model, the model parameters and calculation graphics, the determination of resource requirements and schedule optimization, network management schedules;
- system quality, standardization and certification, price quality, current quality management, statistical quality control, the nature and objectives of operational management;
- production scheduling issues, ways to improve business processes, and principles of labor division and cooperation of labor, job classification, work environment and working conditions, working hours.

***be able to:***

- describe the features of operational management for SH Company;
- to determine the types of production, services and service systems define the strategy for manufacturing companies, the use of modern techniques in designing products, spending determining the design capacity;
- identify technical and social policies of the enterprise; definition to calculate inventory by type, use the system "just in time";
- use the network model, to determine the need for resources;
- plotting optimize their use, describe the issues of standardization and certification;
- use the organization of labor

**Contents of the course**

*Module I.* Theoretical and organizational aspects of operational management. Theoretical framework and key components of operational management. Organizational aspects of operational management. Features of production services. The choice of strategy development

and project design, manufacturing process, streaming and automated production and capacity utilization. Manufacturing strategy and competitiveness. Product design. Design and development of the production process. Stream aided design and manufacturing. Design production capacity.

*Module II.* Planning and provision of organize the preparation of the implementation of decisions. Planning of production program. Planning and organizing inventory. The system of "just in time" logistics and Manage the implementation of production decisions. Organization management of using network simulation. Fundamentals of quality control. Operational management and ways to improve manufacturing processes. The organization of labor in the workplace.

### **References**

1. Crandall, R. E. (2014) *Principles of Supply Chain Management*, 2nd edn, CRC Press.
2. Kanigel, R. (1999) *The One Best Way: Frederick Winslow Taylor and the Enigma of Efficiency*, Viking.
3. Slack, N., Chambers, S. and Johnston, R. (2007) *Operations Management*, 5th edn, Harlow, Pearson Education Limited.
4. Walley, P. (2017) 'Introduction to operations management', in The Open University (2017) *B207 Readings Block 1: Big ideas in Organisations*, Milton Keynes, The Open University.
5. Galloway, L. (1998) *Principles of Operations Management*, ITP.

## **ECONOMICS AND FINANCE OF THE ENTERPRISE**

**The purpose** of discipline: shaping the future managers of specialized knowledge and practical skills of analysis and planning indicators of economic and production activity, taking into account factors external and internal environment of its operation.

**The objectives** of the course are: the study of modern human resources policy, the reproduction of fixed assets formation and determine the effectiveness of financial and business investment, the characteristics of a company based on scientific, technical and organizational progress, strategic and operational planning of its activities, the definition of motivation, quality and competitiveness of products areas of effective activity in a market economy, develop students' creative approach to reasoning and decision making, the characteristics of the structure and business activities, develop and implement a plan for its development, analysis and synthesis of industrial and commercial and financial activities, elaboration of proposals for increase the effectiveness of management and control over its execution with changing circumstances in the market environment.

***As a result of study of educational discipline a student should:  
to know:***

- basic concepts and definitions applied economics;
- basic principles, methods, forms and model of the enterprise in a structured market environment;
- features of the enterprise resource study;
- technical and technological base of the company;
- features of organization, management, administration, planning and forecasting activities of the enterprise.

***be able to:***

- independently characterize and justify the choice of the direction of the company;
- the theoretical aspects of the production capacity planning, resource potential of the company;
- build self-organization and production management structure and to choose an appropriate model management activities;
- analyze the current state of the enterprise via the main technical and economic indicators and justify measures to improve or increase the efficiency of the current state;
- to make design decisions on the basis of a preliminary analysis of the company.

**Content of the course:**

*Module 1.* Organizational aspects of enterprises functioning in the market economy

Theme 1. Enterprise as subject and object of market relations

Theme 2. Target characteristics of the enterprise

Theme 3. Planning for Business

Theme 4. Production capacity

Theme 5. Planning production activity

Theme 6. Resource potential of business

Theme 7. Logistics Company

Theme 8. Enterprise asset management

Theme 9. Manpower and promotion of workers

*Module 2:* Costs of business and financial results of the company

Theme 10. Current costs of the enterprise and the cost of production

Theme 11. Scientific and technological progress and the intensification of production

*Module 3.* Financial results of the company

Theme 12. The financial results of the company

Theme 13. Efficiency and competitiveness of enterprises

Theme 14. The essence of finance companies

Theme 15. Enterprise Systems taxation

Theme 16. Loans for Business

Theme 17. Cash turnover and money settlement enterprise system

*Module 4.* The financial condition of the company

Theme 18. Evaluation of the financial condition of the company.

Theme 19. Business Financial Plan

Theme 20. Bankruptcy and financial reorganization of the company. The financial condition of the company

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**LOGISTICS**

**Purpose:** formation the system of knowledge and understanding of conceptual bases of logistics, theory and practice of development of this direction and acquisition of skills of the organization logistic processes of transportation, warehousing, cargo processing of commodity production, management of stocks, purchases and realization of production in the market, production operations.

**Tasks:** formation of student's scientific thinking and practical knowledge of the laws of the logistics concept of management, mastering the conceptual apparatus and terminology of logistics; providing with knowledge of logistics management objects: material, financial, information and service flows, logistics systems and their elements; mastering and understanding



the multifaceted functions of logistics in the general concept of marketing and management and their interaction with other areas of business; acquaintance and development of modern logistic concepts and applied systems.

***As a result of study of educational discipline a student should:***

***to know:*** general principles and patterns of integrated management of material, information, financial and other flows, the creation and operation of logistics systems, optimal management of logistics processes.

***be able to:*** organize rational and efficient use of material and technical base of the company, trade, transport and other components of market infrastructure; create optimal conditions for the functioning of logistics systems; manage orders, purchases, stocks; organize the distribution and physical distribution of goods; apply warehousing logistics.

**Content of the course:**

*Module 1.* Theoretical basis of the logistics

Theme 1. Logistics as an instrument of the market economy.

Theme 2. Materials flow and logistics operations.

Theme 3. Concepts of Logistics system design.

Theme 4. Solving Inventory Management Problems

Theme 5. Designing the Logistics Network.

*Module 2.* Procurement and production logistics

Theme 6. Procurement logistics.

Theme 7. Purchasing and supply relationships.

Theme 8. Supply chain management.

Theme 9. Monitoring and Evaluation of Supply Chains.

Theme 10. Supply chain planning and control.

Theme 11. Concept of materials management in production logistics.

Theme 12. Value and logistics costs.

Theme 13. Competing through logistics.

Theme 14. Logistics strategy.

*Module 3.* Distribution logistics, transportation logistics and logistics of services

Theme 15. Logistics of distribution.

Theme 16. Maximum-Minimum Inventory Control Systems.

Theme 17. Putting the end-customer first.

Theme 18. Transport logistics.

Theme 19. Global transport logistics.

Theme 20. Managing logistics internationally.

Theme 21. Intermodality and logistics.

Theme 22. Provision of logistics infrastructure.

Theme 23. Information and communication technology (ICT) developments for supporting logistics.

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8. Deciding a Distribution Network Design: Varying from Centralized to Decentralized Pattern  
[https://gupea.ub.gu.se/bitstream/2077/2262/1/gbs\\_thesis\\_62.pdf](https://gupea.ub.gu.se/bitstream/2077/2262/1/gbs_thesis_62.pdf)
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[https://www.koganpage.com/media/project\\_kp/document/maritime-logistics-2.pdf](https://www.koganpage.com/media/project_kp/document/maritime-logistics-2.pdf)
10. Supply Chain and Logistics Management Made Easy  
<http://ptgmedia.pearsoncmg.com/images/9780133993349/samplepages/9780133993349.pdf>

### **FINANCE, MONEY AND CREDIT**

The discipline «Finance, money and credit» is devoted to the study of the theoretical basis of the financial activity on the macro-level.

The **objective** of studying the discipline «Finance, money and credit» is to acquire theoretical knowledge and practical skills as to the financial relations among enterprises of the agrarian sector, other industrial enterprises, enterprises and institutions of bank and work arrangement in the sphere of the financial market, as well as to provide future specialists with theoretical knowledge and practical skills in order to make decisions in the sphere of money and credit relation.

***As a result of study of educational discipline a student should know:***

*Module 1:* essence and functions of finance; concept, essence and functions of financial market; classification of the markets which are the part of the financial market and their functions; types of financial intermediaries on the market; concept and essence of stock market and types of securities; classification of financial relations; concept of flow of funds, assets, financial resources and their basic features; types of enterprise activities, inflows and outflows of funds; sources of the formation of financial resources of the country; budget and budgetary system of Ukraine; financial reserves and public financial reserves; formation of financial resources of the country.

*Module 2:* concept of the system and finance as a system; functional scheme of financial system; basic subsystems, which are the part of financial system; notion and essence of monetary system, budgetary system, taxation system, treasury system, emission system, insurance system, banking system, currency system and other subsystems of the financial system; concept and essence of credit; types and forms of credit; system of bank crediting; notion of financial and credit mechanism; essence of budgetary process and its components; international financial systems and their characteristics; international financial institutions and organizations and their functions; international and financial systems of the foreign countries: general description of the financial system of Ukraine; concept and essence of financial system of the country; fiscal policy, tactics and strategy of the state; models of fiscal policy of the country; stages of reformation of taxation system of Ukraine; structure of local finance, local budget and intergovernmental financial relations.

*Module 3:* stages of the development of exchange forms and appearance of value as basis for future money, functions and forms of value, practical use of types and functions of money, essence of monetary systems, concept of money supply and its structure, essence of creation of money and its effects, mechanism of relationship between national monetary system and other monetary systems; content of money circulation and its laws, cash flows, essence of noncash

flows, types of accounts and procedure of their opening, essence of credit and credit relations, credit instruments as basis for appearance of credit money, historical forms of credit relations, essence and structure of credit systems, essence and forms of credit mechanism, role and functions of credit in the system of restoration, types of credit;

***Students must be able to:***

*Module 1:* give a definition of the essence of finance, define functions of finance and their significance; identify the most essential and major functions of finance through the discussion, as well as express thoughts of academic economists on this issue; define types of financial markets and their functions; determine positive and negative flows of funds of enterprises, determine cash flow of enterprise; identify financial assets by their features; solve the problems about securities quotation; determine exchange rates; define financial reserves.

*Module 2:* give an answer as to consistency of finance; define any component of the financial system of Ukraine; define elements of credit system and its relationship with the financial system; specify composition of the financial and credit mechanism of the country and enterprise; determine mechanism of currency system of Ukraine; define financial systems of other countries; define the financial system of Ukraine and structure of national finance; describe financial management and financial marketing; define system of local finance management; know the scheme of inter-budget relations in the country.

*Module 3:* determine amount of money that is to be in turnover, specify economical design of stability of monetary system; practice the law of money circulation, calculate money supply, specify intensity of money turnover, determine inflation level on the basis of practical data, work out measures to eliminate inflation; calculate value of credit, structural elements of credit value, estimate economically sound form of crediting under different conditions.

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## **INNOVATION MANAGEMENT**

**The purpose** of studying the discipline is to form a modern system of views of future economists and special knowledge in the field of intellectual, to obtain practical skills in innovation management, the directions of economical basis, its development and providing its successful functioning.

**Main tasks** of the discipline are learning main theoretico-methodological aspects of innovation management as the specific format of a business activity; uncovering the essence and the specific of innovation products; determining intellectual business risks; developing the models of promotion and commercializing of innovation products.

***As a result of study of educational discipline a student should:***

**know:** basic theoretico-methodological aspects of innovation management; the core and specific of innovation products and the process of organization; specific of managing of

innovation business; schemes and models of promoting and commercializing innovation products.

**be able to:** create and define innovation products; apply the legislation for starting and owing the innovation management; develop motivation models for creative groups; determine the risks of innovation management; reveal and implement new trends and prospects of the innovation business disposal.

**Content of the course:**

Topic 1: Definition of the innovation and its genesis

Topic 2: Characteristic of the innovation process

Topic 3: Innovation activity as an object of the innovation management

Topic 4: Governmental governance of innovation

Topic 5: Management of innovation inside an organization

Topic 6: Management of innovation development

Topic 7: Personnel and the innovation management

Topic 8: Organization innovations as a basis of modern business

Topic 9: Motivation and stimulation of innovation activity

Topic 10: Commercialization of innovation

Topic 11: Innovation management project

Topic 12. Business plans of innovation projects

Topic 13: Examination of innovative projects

Topic 14: Risk and innovation management

Topic 15: Evaluating the effectiveness of innovation management

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**ADMINISTRATIVE MANAGEMENT**

**Purpose** of study subject is to increase the effectiveness of the management of organizational structures due to correct use of the different levels of management principles and tools of the Administration, the creation of an integrated system of administrative management of the organization.

**Objectives:** study of terminological databases on administrative management; study of the role of administration and administrative manager in the system of administrative management; study of the functions and the administrative management; formation of skills for planning and organizing of administrative work; justification of the choice of forms and methods

of administrative influence on subordinates; a study of forms of administrative control and regulation of activity; the formation of information and administrative support of the organization.

**As a result of study of discipline a student must:**

**know:** terminological database of administrative management; the role of the Administration and the Administrative Manager in the system control; functions and process of administrative management; forms and methods of administrative influence on subordinates; forms of administrative control.

**be able to:** plan and organize the administrative work in practice, use forms and methods of administrative influence on subordinates; form information and administrative support of the organization.

**Content of the course:**

*Module 1.* Theoretical principles of administrative management

Topic 1. Historical conditions and evolution of administrative management. principles of administrative management. Problems and prospects of development of administrative management.

Topic 2. The system of administrative management.

Topic 3. Administrative controls and their types.

*Module 2.* Function and technology of administrative management

Topic 4 . Planning of administrative management.

Topic 5. Organization of work of subordinates and designing works.

Topic 6. Employee Motivation of management.

Topic 7. Control and regulation of administrative management.

Topic 8. The administrative methods of management.

Topic 9. Administration of operational decisions.

Topic 10. Modern technologies of administrative management.

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### **SELF-MANAGEMENT**

**Purpose** of study subject is to improve theoretical knowledge and practical skills for personal development manager, the formation of students' individual characteristics and behavioral skills necessary future leaders, the development of future management skills to organize personal work.

**The task of teaching:** theoretical and practical training for students of issues: the definition of personal values and goals of the manager, the management of self-identity, the development of effective leadership skills, organization of management of managers at different levels, the application of modern scientific principles and directions of the manager, the use of time as a resource.

**As a result of study of educational discipline a student should:**

**know:** content and characteristics of managerial work, main stages of and their organization, the demands placed on modern manager main types of division of labor and cooperation in the enterprise, directions of scientific work organization, classification of the main sources and channels of information, ways to improve information support of the head, especially personal work planning manager, types of standards in the field of management accounting methods of working hours the manager, document types, system documentation, requirements for the preparation and execution of documents, organization of the documents, especially the documentation of foreign trade, especially the mechanization of office work, construction management services the essence of the image and its components, especially the formation prestige and career planning manager.

**be able to:**

identify the main stages of labor in management, make a plan of work for a certain period, prioritize cases make orders, classified information to carry out accounting and analysis work; perform administrative activities, give the task to perform, transmit powers to maintain records of personnel composition, to documenting foreign trade, process sheets, suggestions, requests, complaints, organize, supervise the execution of the documents suggest measures: the mechanization of office work, image formation, career planning manager.

**Content of the course:**

*Module 1.* General principles of self-management

Topic 1. Methodological approaches to self-management.

Topic 2. Planning personal work manager.

*Module 2.* Methods to improve the performance of the manager

Topic 3. Organization of the manager's activity.

Topic 4. Self - motivation and self-control manager.

Topic 5. Forming an effective manager.

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## STATE AND REGIONAL GOVERNANCE

The **purpose** of teaching the discipline is to study the modern patterns of governance at the state and regional levels.

The **tasks** of studying the discipline are:

- forming a holistic view of the place and significance of state and regional governance in modern society;
- formation, deepening and systematization of knowledge about the basic concepts of the theory of state and regional governance;
- the expansion of knowledge about the laws, trends and basic principles of development of state and regional governance;
- development, deepening and systematization of representations and knowledge about the organization of activities and functions of the state and regional government of Ukraine in the implementation of state-power relations in the system of vertical and horizontal management links.

*As a result of study of educational discipline a student should:*

**know:**

- theoretical and methodological principles of formation of national and regional politics,
- patterns of governance at the state and regional levels;
- directions of improvement of governance of national and regional development;
- methodological and organizational foundations for the development of society;

**be able:**

- independently develop models of the system of state and regional governance;
- independently carry out research of mechanisms of realization of regional policy of the state;
- independently carry out research on reforming the system of state and regional governance in accordance with the standards adopted in developed democracies.

**Content of the course:**

*Module 1. Theoretical and methodological principles of state and regional governance*

Topic 1. Fundamentals of the theory of state governance. Subject and objectives of the discipline

Topic 2. State power and state governance

Topic 3. State governance in certain spheres of social development

Topic 4. The role of different branches of power in the process of state governance

Topic 5. Fundamentals of regional governance

*Module 2. Management of state authorities*

Topic 6. The system of state authorities in Ukraine: the constitutional basis for their functioning, their role in governing

Topic 7. Central government

Topic 8. Regional government bodies

Topic 9. Local government and its role in state governance

Topic 10. Internal organization of activity and governing by state authorities

Topic 11. Civil service in Ukraine

Topic 12. Efficiency of state governance. Control in the field of state governance

Topic 13. Relations between state authorities in the system of state and regional governance

Topic 14. Development of the system of state and regional governance

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**Dean of  
Economics and Management faculty**

**N.I. Strochenko**