

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

**Faculty of Economics and Management
Department of Management named after Professor L.I. Mykhailova**

MODULE SYLLABUS

**Strategic innovation
(compulsory/optional)**

Specialty	D3 “Management”
Educational program	Management
Level of higher education	Third (educational and scientific) level

Sumy-2025

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Module syllabus agreed at the Department of Management named after Professor L.I. Mykhailova	Minutes No <u>15</u> dated <u>10.06.2025</u>
	Head Department of Management named after Professor L.I. Mykhailova <u><i>A. Oriekhova</i></u> (Alvina ORIEKHOVA)

Approved by:

Guarantor of the Academic program *Inna Sokhan* Inna SOKHAN

Dean of the Faculty *Svitlana Lukash* Svitlana LUKASH

Head of Postgraduate and Doctoral Studies Department, where the educational programme is implemented *Svitlana Yaroshchuk* Svitlana YAROSHCHUK

Syllabus review (attached) is provided by: *A. Oriekhova* *A. Oriekhova*

Natalia Stoyanets *Natalia STOYANETS*

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Syllabus review data:

The academic year in which changes are made	The Academic program attachment number with changes description	Changes revised and approved		
		Minutes No and date of the department meeting	Head of Department	Guarantor of the Academic program

1. MODULE OVERVIEW

1	Title	Strategic innovation			
2	Faculty/Department	Faculty of Economics and Management/ Department of Management named after Professor L.I. Mykhailova			
3	Type (compulsory or optional)	Compulsory			
4	Program(s) to which module is attached (to be filled in for compulsory types)	Educational and scientific program "Management". Third educational and scientific level of higher education. Degree of higher education: Doctor of Philosophy. Specialty: D3 "Management".			
5	Module can be suggested for (to be filled in for optional types)				
6	Level of the National Qualifications Framework	NQF of Ukraine – level 8, FQ-EHEA – third cycle, EQF-LLL – level 8.			
7	Semester and duration of module	Semester 2, weeks 1-18			
8	ECTS credits number	3			
9	Total workload and time allotment	Directed study			Self-directed study
		Lectures	Practicals	Labs	
		10	20		60
10	Language of instruction	English			
11	Module leader	Liudmyla Mohylna - Ph.D., Associate Professor, Associate Professor at the Department of Management named after Professor L.I. Mykhailova Hours of consultations - every Tuesday at 12.15, room 303 e, Zoom platform			
11.1	Module leader contact information	liudmyla.mohylna@snau.edu.ua Farafonova_L@ukr.net			
12	Module description	The educational component "Strategic Innovation" is an important part of the training of doctors of philosophy to successfully organize, plan and coordinate the development of the innovation potential of business entities; the formation of strategic innovation in economic sectors, mastering methods for effective planning of innovation activities, assessing sources of financing and managing the implementation of innovations, and conducting an examination of the economic efficiency of innovations.			
13	Module aim	Goal: formation of knowledge on theoretical and practical aspects of the formation of strategic innovation and the development of innovative activity in individual organizations and sectors of the national economy; mastering methods, principles of substantiation and management of innovations, development of innovation strategy, management of the implementation of innovations at enterprises			
14	Module Dependencies (prerequisites, co-requisites, incompatible modules)	1. The educational component is based on courses such as Modern Management Theories and Concepts.			

15	The policy of academic integrity	Compliance with academic integrity by higher education applicants involves the independent completion of academic tasks, tasks of current and final control, learning outcomes. Applicants for higher education are expected to adhere to the principles of academic integrity, being aware of the consequences of its violation, which is determined by the regulatory documents of Sumy National Agrarian University, in particular the Code of Academic Integrity, the Regulations on the Prevention and Detection of Academic Plagiarism at Sumy NAU (a complete list of regulatory documents is available on the university website https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/). It is unacceptable for higher education students: - When performing tests and theoretical surveys, use sources of information (oral (hints), written (works of other persons), printed (books, manuals), electronic (phones, tablets), not allowed by the teacher. For the use of telephones and computer facilities without the permission of the teacher due to violation of discipline, the higher education student receives 0 points for the lesson and is obliged to work out such a lesson. - Cheating during tests is prohibited. Mobile devices are allowed to be used only during online testing. When working on assignments, no violation of academic integrity is allowed: when using Internet resources and other sources of information, a higher education student must indicate the source used to complete the assignment.
16	Keywords	Innovation development strategy, innovative development, innovations, innovative technologies, digitalization, innovation process, innovation management, efficiency, innovation policy, strategic innovation management.
17	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=5226

2. CORRELATION BETWEEN MODULE LEARNING OUTCOMES (MLOs) AND PROGRAM LEARNING OUTCOMES (PLOs)

MLOs: On successful completion of the module the learner will be able to:	PLOs				How assessed
	PLO ₃	PLO ₆	PLO ₉	PLO ₁₀	
MLOs 1 Know the theoretical essence of strategic innovation, the innovation process and managerial innovations; understand the mechanisms of state regulation of innovations and the integration of SDGs into strategic decisions; apply conceptual models to assess the strategic directions of the organization's development.	X		X	X	Theoretical knowledge section – tests, surveys, development of part of an innovative strategic development project (strategic process models)
MLOs 2 Predict trends of future changes in the strategic environment of the enterprise, respond in a timely manner to transformations of the external and internal environment, plan and justify strategic innovative directions of activity.		X	X	X	Development of part of an innovative strategic development project (research plan and justification of methods)
MLOs 3 To analyze the socio-economic and environmental consequences of strategic decisions, assess the risks and effectiveness of innovation implementation, and apply the principles of innovative development to build an effective strategy for sustainable enterprise development.			X	X	Development of part of an innovative strategic development project (analysis of socio-economic and environmental aspects)
MLOs 4 Develop strategic decisions and manage the organisation's resources to implement an innovation strategy; effectively coordinate human, material and financial resources in innovative strategic development projects.	X	X		X	Development of part of an innovative strategic development project (strategic decisions taking into account the SDGs)
MLOs 5 Formulate and implement strategic innovation solutions in the form of an innovative strategic development project for the enterprise, taking into account financial, organisational, technological and socio-environmental aspects.	X	X	X	X	Preparation of presentation and report. Defence and justification of the project

PLO 03. Develop and research conceptual, mathematical and computer models of processes and systems, effectively use them to obtain new knowledge and/or create innovative products in the field of management and related interdisciplinary areas.

PLO 06. Plan and carry out scientific and applied research in management and related interdisciplinary areas using modern tools, critically analyze the results of one's own research and the results of other researchers in the context of the entire complex of modern knowledge on the problem under study; make proposals for funding research and/or projects.

PLO 09. Demonstrate a systematic scientific worldview, rationally understand the challenges facing science in the context of socio-economic and environmental problems of our time (ethical dilemmas, values, global social transformations).

PLO 10. Develop theories, concepts and principles of management for the implementation of the principles of sustainable development at different levels of management, integrate the obtained research results into logical structures for solving theoretical and practical management problems in accordance with the topic of one's own research.

3. MODULE INDICATIVE CONTENT

Spring semester

Topics	Distribution of hours				Learning resources
	Directed study			Self-directed study	
	Lectures	Practicals	Labs		
Topic 1 Theoretical foundations of strategic innovation 1 The essence and classification of innovations. 2 The concept of innovation and innovation management. 3 Innovation life cycle and strategic planning. 4 The role of innovation in organizational development and competition. 5 Integrating the SDGs into strategic innovation solutions.	2	2		5	Main sources: 1- 3. Methodological support: 1. Other sources: 1,12
Topic 2 Innovation process as a strategic tool 1 Phases and structure of the innovation process. 2 Features of organizing the innovation process. 3 Tools for strategic innovation planning. 4 Modeling strategic innovation processes. 5 Assessing the impact of the SDGs on strategic processes.	2	2		5	Main sources: 1- 3. Methodological support: 1.
Topic 3 Innovative activities and assessment of strategic opportunities of the enterprise 1 Stages of innovation activity. 2 Methods for assessing innovation potential. 3 Creating product and management innovations. 4 Analytics for strategic planning. 5 Strategic integration of SDGs into innovation projects.		2		5	Main sources: 1- 3. Methodological support: 1.
Topic 4 State regulation of innovations 1 Mechanisms of state stimulation of innovations. 2 Regulation of national and international innovation processes. 3 Technology transfer policy. 4 Priorities of state innovation policy for strategic development. 5 Integration of SDGs into state innovation policy.		2		5	Main sources: 1- 3. Methodological support: 1.
Topic 5 Management of innovative and strategic development of the enterprise 1 Principles, functions and methods of	2	2		5	Main sources: 1- 3. Methodological support: 1.

managing innovative and strategic development. 2 Formation of an organizational and economic mechanism for the implementation of strategic innovations. 3 Selection and justification of strategic directions for innovative development of the enterprise. 4 Features of planning and implementing innovative and strategic solutions in various sectors. 5 Integrating the SDGs into strategic innovation planning and assessing socio-economic effects.					
Topic 6 Managing the development of innovation strategies 1 Marketing and strategic approach to creating innovative solutions. 2 Generation and selection of ideas for strategic innovations. 3 Formation of the enterprise's innovation policy taking into account strategic goals. 4 Priorities and methods for implementing strategic innovations. 5 Integrating the SDGs into the strategic development process innovations.				5	Main sources: 1- 3. Methodological support: 1.
Topic 7 Personnel management in strategic and innovative activities 1 Strategic human resource planning for innovation projects. 2 Formation of creative and highly effective teams for innovative and strategic initiatives. 3 Methods for assessing the competencies and potential of personnel for innovative tasks. 4 Motivation and stimulation of strategic innovation activities. 5 Socio-ethical aspects of personnel management in the context of the SDGs.		2		5	Main sources: 1- 3 Methodological support: 1. Other sources: 10
Topic 8 Management innovations as a strategic resource of the organization 1 The essence of managerial innovations in strategic development. 2 The most significant management innovations and their strategic effect. 3 Methods of implementing management innovations in the organization's strategy. 4 Selection of innovative technologies for strategic development. 5 Digital technologies in strategic management.		2		5	Main sources: 1- 3 Methodological support: 1.
Topic 9 Strategic management of		2		5	Main sources: 1- 3

innovative activities of agricultural enterprises 1 Features of strategic planning of innovations in the agricultural sector. 2 Problems and risks of implementing strategic innovations in agriculture. 3 Methods for assessing the effectiveness of strategic innovation decisions. 4 Planning innovative projects taking into account the SDGs. 5 Strategic Integration of Innovation in the Context of UN Sustainable Development.					Methodological support: 1.
Topic 10 Motivation and stimulation of strategic innovations 1 Structure and principles of motivation in strategic innovation activities. 2 Methods of motivating personnel and management to implement strategic innovations. 3 Organizational and economic forms of support for innovation strategies. 4 Stimulating the implementation of strategic innovative solutions. 5 Social responsibility and SDG principles in motivational mechanisms.				5	Main sources: 1- 3 Methodological support: 1.
Topic 11 Development and commercialisation of an innovative strategic development project for an enterprise 11.1 Strategic planning of an innovative project. 11.2 Development of an innovative product or service. 11.3 Commercialization of strategic innovations 11.4 Intellectual property in innovative projects for strategic development of an enterprise. 11.5 Methods for assessing the value and effectiveness of innovative solutions. 11.6 Assessment of the value and profitability of strategic decisions.	2	2		5	Main sources: 1- 3 Methodological support: 1.
Topic 12 Risk management and evaluation of the effectiveness of innovative projects for strategic development of an enterprise 12.1 Theory of risk management in innovative projects for strategic development of an enterprise. 12.2 Methods of risk and uncertainty management. 12.3 Methodology for determining the main indicators of economic efficiency of innovative projects for	2	2		5	Main sources: 1- 3 Methodological support: 1.

strategic development of an enterprise. 12.4 Characteristics of the effects of innovations in economic systems (economic, social, environmental, etc.).					
Total	10	20		60	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Learning methods (self-directed study)
MLOs 1 Know the theoretical essence of strategic innovation, the innovation process and managerial innovations; understand the mechanisms of state regulation of innovations and the integration of SDGs into strategic decisions; apply conceptual models to assess the strategic directions of the organization's development.	Interactive lectures, thematic discussions, solving situational problems. Interactive learning technologies (for example) - the use of multimedia technologies, case study (method of analyzing specific situations). Practical methods: developing part of a strategic innovation project (strategic process models)	Express survey of higher education applicants, oral survey, testing, use of educational and control tests, use of reference lecture notes, etc.
MLOs 2 Predict trends of future changes in the strategic environment of the enterprise, respond in a timely manner to transformations of the external and internal environment, plan and justify strategic innovative directions of activity.	Verbal methods: lecture, explanation, thematic discussion, analysis of specific situations (case study). Visual methods: use of multimedia technologies. Practical methods: development of part of the project (research plan and justification of methods)	Independent work with the textbook, with lecture notes in the Moodle system, problem solving, and the use of educational and control tests.
MLOs 3 To analyze the socio-economic and environmental consequences of strategic decisions, assess the risks and effectiveness of innovation implementation, and apply the principles of innovative development to build an effective strategy for sustainable enterprise development	Verbal methods: lecture, explanation, thematic discussion, analysis of specific situations (case study). Visual methods: use of multimedia technologies. Practical methods: development of part of the project (analysis of socio-economic and environmental aspects)	Independent work with the textbook, with lecture notes in the Moodle system, problem solving, and the use of educational and control tests.
MLOs 4 Develop strategic decisions and manage the organisation's resources to implement an innovation strategy; effectively coordinate human, material and financial resources in innovative strategic development projects.	Verbal methods: lecture, explanation, thematic discussion, analysis of specific situations (case study). Visual methods: use of multimedia technologies. Practical methods: developing part of the project (strategic decisions taking into account the SDGs)	Independent work with the textbook, with lecture notes in the Moodle system, problem solving, and the use of educational and control tests.
MLOs 5 Formulate and implement strategic innovation solutions in the form of an innovative strategic development project for the enterprise, taking into account financial, organisational,	Verbal methods: lecture, explanation, thematic discussion, analysis of specific situations (case study). Visual methods: use of multimedia technologies. Practical methods: preparing a	Independent work with the textbook, with lecture notes in the Moodle system, problem solving, and the use of educational and control tests.

technological and socio-environmental aspects.	presentation and report, defending and justifying a decision.	
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5. ASSESSMENT

5.1. Diagnostic assessment

5.2. Summative assessment

5.2.1. Intended learning outcomes methods:

No	Summative assessment methods	Grades	Deadline
1	<i>Theoretical knowledge:</i> Oral survey or testing on each topic (1 point for each correct answer) for the first and second boundary control The maximum score for the first theoretical boundary control is 15 points. The maximum score for the second theoretical boundary control is 15 points.	30 points / 30%	At week 7, on the 15 week
2	<i>Development of an innovative strategic development project</i>	40 points / 40%	According to the schedule of practical classes by the end of week 7, 15
	TOTAL	70 points / 70%	Week 18
6	Exam	30 points / 30%	According to the approved schedule

5.2.2. Grading criteria

Summative assessment method	Unsatisfactory	Satisfactory	Good	Excellent
Theoretical section of knowledge: Oral questioning or testing on each topic (for each correct answer 1 point) for the first and second milestone control The maximum score for the first theoretical milestone control is 15 points The maximum score for the second theoretical milestone control is 15 points	<18 points	18-21 points	22-26 points	27-30 points
	<i>The higher education applicant has some theoretical elements of the course. There is no integrity of understanding of the theoretical material.</i>	<i>The higher education applicant has mastered the basic theoretical material provided by the program of the discipline, which are minimally acceptable. Understands the main provisions, but makes a significant number of inaccuracies and gross errors that can be eliminated with the help of the teacher.</i>	<i>The higher education applicant demonstrates good knowledge, has a good command of the material that corresponds to the program of the discipline, but makes some inaccuracies.</i>	<i>The higher education applicant demonstrates a complete and solid knowledge of theoretical material in the amount that corresponds to the program of the discipline.</i>
Development of an innovative	<24 points	24-28 points	29-35 points	36-40 points
	<i>Task requirements</i>	<i>Most requirements are</i>	<i>All task</i>	<i>Fulfilled all the</i>

strategic development project	<i>not met</i>	<i>met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	<i>requirements met</i>	<i>requirements of the task, demonstrated creativity, thoughtfulness, proposed their own solution to the problem</i>
Exam	<i><18 points</i>	<i>18-23 points</i>	<i>24-27 points</i>	<i>28 -30 points</i>
	<i>Task requirements not met</i>	<i>Most requirements are met, but some components are missing or insufficiently disclosed, there is no analysis of other approaches to the question</i>	<i>All requirements of the task are met</i>	<i>All requirements of the task are fulfilled, creativity, thoughtfulness is shown, own solution of a problem is offered</i>

5.3. Formative assessment

Formative exercises are designed to enable students to develop particular aspects of their learning, prior to summative assessments. Formative exercises are designed to help students use feedback and self-reflection to manage and develop their learning so that they can see how to improve their work.

No	Formative Assessment elements	Date
1	Survey and oral comments from the teacher on its results	3, 6, 9, 14, 18 weeks
2	Self-assessment of current testing	at 7 weeks, at 17 weeks
3	Teacher's guidelines for the implementation of sections of the innovative strategic development project	every couple
4	Discussion and self-correction of completed work by higher education students	through each practical session
5	Verbal feedback from teachers and higher education students on the implementation of sections of the strategic innovation project	by the end of 8 and 17 weeks

5.4. Grading scale (final) – generally accepted for the university

Total points for all types of academic activity	ECTS grade	Grade on the national scale (for exams)
90-100	A	excellent
82-89	B	good
75-81	C	
69-74	D	satisfactory
60-68	E	
35-59	FX	unsatisfactory with the possibility of retaking
0-34	F	unsatisfactory with mandatory retaking of the educational component

6. LEARNING RESOURCES

6.1. Key resources

1 Alberto Galasso. The Management of Innovation: Managing and Creating. Rotman-UTP Publishing. 2024. 256 p.

2 Hans Balmaekers. The Innovator's Handbook 2024. The Best & Latest in Corporate Innovation. URL: <https://innov8rs.co/wp-content/uploads/2023/12/The-Innovators-Handbook-2024-Ebook.pdf> (accessed 14 July 2025).

3 Paul Trott. Innovation Management and New Product Development Seventh Edition. Portsmouth Business School. Pearson Education Limited. 2021. URL: https://renessans-edu.uz/files/books/2024-01-05-05-19-38_85408beec8e1ceb35044d8ab3745eccc.pdf (accessed 14 July 2025).

6.2. Methodological support

1 E-course (teaching materials) based on the Moodle platform. URL: <https://cdn.snau.edu.ua/moodle/course/view.php?id=5226> (accessed 14 July 2025).

6.3. Additional resources

1. Andrii Mykhailov, Liubov Mykhailova, Tetyana Kharchenko, Anna Shestakova, Liudmyla Mohylina. Investment Instruments for Managing Innovative Transformations of the Agricultural Sector to Ensure Sustainable Development in the Context of Globalization. *Estudios de Economía Aplicada*. Vol. 39. № 7. 2021: Special Issue: Impact of Current Trends in Social Commerce, Economics, and Business Analytics. Pp. 1-14 URL: <http://ojs.ual.es/ojs/index.php/eea/article/view/5068>. DOI: <https://doi.org/10.25115/eea.v39i7.5068> (accessed 15 July 2025).

2. Cabinet of Ministers of Ukraine. URL: <https://www.kmu.gov.ua/> (accessed 15 July 2025).

3. Committee on Education and Science. URL: <http://kno.rada.gov.ua/komosviti/control/uk/publish/article> (accessed 15 July 2025).

4. Ministry of Economy of Ukraine. URL: <http://www.me.gov.ua> (accessed 15 July 2025).

5. Ministry of Finance of Ukraine. URL: <http://www.minfin.gov.ua> (accessed 15 July 2025).

6. Mohylina L.M., Vorobiov I.O. Upravlinnia ryzykamy innovatsiino-investytsiinykh proiektiv pidpriemstva. *Ekonomika ta suspilstvo*. 2024. № 66. URL: DOI: 10.32782/2524-0072/2024-66-130 (accessed 15 July 2025).

7. Mohylina L. Innovative system of personnel training and management in vocational education institutions based on digital transformation. *Економіка та суспільство*. 2023. № 51. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/2507> DOI: 10.32782/2524-0072/2023-51-55 (accessed 15 July 2025).

8. Mohylina Liudmyla Innovations in the field of waste management: Ukraine and international experience. *Sustainable Development Policy: EU Countries Experience* / Edited by N.V. Stoyanets. – Warsaw: RS Global Sp. z O. O., 2022. Pp. 90-109. DOI: <https://doi.org/10.31435/rsglobal/049-6> (accessed 15 July 2025).

9. Mohylina Liudmyla, Xu Tian, Pizniak Dmytro, Dashutina Liudmyla, Turchina Svitlana Trends in the Development of Innovative Processes in the Global Economy: Ukraine as an Example. *Review of Economics and Finance*. 2023. Volume 21. Pp. 1893-1903. URL: <https://refpress.org/ref-vol21-a204/>. DOI: <https://doi.org/10.55365/1923.x2023.21.204> (accessed 15 July 2025).

10. Tkachenko V.V., Mohylina L.M. Rol operatsiinoho menedzhmentu v upravlinni innovatsiinyamy. *Uspikhy i dosiahnennia u nautsi*. 2024. № 4 (4). Pp. 607-617. DOI: [https://doi.org/10.52058/3041-1254-2024-4-\(4\)-607-617](https://doi.org/10.52058/3041-1254-2024-4-(4)-607-617). URL: <http://perspectives.pp.ua/index.php/sas/article/view/12615/12677> (accessed 15 July 2025).

11. National Bank of Ukraine. URL: <http://www.bank.gov.ua> (accessed 15 July 2025).

6.3 Software

1 Use of standard Microsoft packages: Word, Excel, PowerPoint.

2 Multimedia, video and sound reproduction, projection equipment (video cameras, projectors, screens).

3 Service for organising online classes and webinars "Zoom"

4 Massive open online course platforms (Prometheus, Coursera, Diya. Digital Education, etc.) – as a tool for informal education for studying elements of the educational component, allowing for the deepening of knowledge on topics and the formation of additional digital competencies.