

Ministry of Education and Science of Ukraine
Sumy National Agrarian University
Faculty of Economics and Management
Management Department named after Professor L.I. Mykhailova

PROJECT

Work program (syllabus) of the educational component
Agricultural management
status – mandatory

Implemented within the framework of the Management educational program
(name)

in specialty 073 "Management"
(code, name)

at the first (bachelor's) level of higher education

Sumy



Developer:

**Tkachenko V.V., PhD of Economics, Associate Professor,
Associate Professor of Management Department named
after Professor L.I. Mykhailova**

Module syllabus agreed at the
Management Department named
after Prof. L.I. Mykhailova meeting
_____ (name of the department)

Head of Department


(signature)

Alvina ORIEKHOVA

(last name, first name)

Agreed:

Educational program guarantor



_ Nataly STOYANETS

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Name EC	Agricultural management		
2.	Faculty/department	Economics and Management / Management Department named after Professor L.I. Mykhailova		
3.	Status OK	Mandatory		
4.	OK maybe proposed for	Educational and professional program "Management" in the specialty 073 "Management"		
5.	NQF level	First (bachelor's) level of higher education		
6.	Semester and duration study	Full-time 8 semesters, 15 weeks		
7.	Number of credits ECTS	5		
8.	Total hours and their distribution	Contact work (classes)		Independent work
		Lectures	Practical /seminar	Laboratory
		36	36	-
				78
9.	Language of instruction	English		
10.	Teacher/Coordinator educational component	Tkachenko Viktoriia Viktorivna, PhD of Economics, Associate Professor, Associate Professor of the Management Department named after Professor L.I. Mykhaylova Consultation hours – every Tuesday at 12:15, room 303e, zoom		
11.1	Contact information	viktoriyatk@gmail.com		
11.	General description of the educational component	is a key discipline for training specialists in the field of agricultural production management. The course covers the theoretical foundations and practical aspects of management, adapted to the specifics of the agricultural sector. Applicants study the principles of planning, organization, motivation and control in agribusiness, and also master modern methods of making managerial decisions.		
12.	Goaleducational component	Formation of future specialists with systematic theoretical knowledge and practical skills necessary for effective management of agricultural enterprises in a market economy. The discipline is designed to teach future specialists to solve complex management tasks, ensure competitiveness and sustainable development of agricultural enterprises.		
13.	Prerequisites for studying OK, connection with other educational components of OP	Operations management, project management		
14.	Academic Integrity Policy	Compliance with the principles of the academic integrity policy is implemented on the basis of the provisions of the "Code of Academic Integrity of Sumy NAU" Cheating - the task is not counted. Using prohibited means during tests - the answer is not counted. Plagiarism - the task is not counted.		
15.	Link to the course in Moodle system	https://cdn.snau.edu.ua/moodle/course/view.php?id=6288		

2. LEARNING OUTCOMES BY EDUCATIONAL COMPONENT AND THEIR RELATIONSHIP WITH PROGRAM LEARNING OUTCOMES

Learning outcomes for EC: After studying the EC, the candidate is expected to be able to...	Program learning outcomes that the OC aims to achieve (indicate the number according to the numbering given in the OP) ¹					How is RND assessed?
	PLOs 5	PLOs 8	PLOs 18	PLOs 19	PLOs 20	
MLOs 1. Understand the essence of agricultural management and its application in various organizational and PLOs legal forms of agricultural enterprises	X	X				Multiple choice tests
MLOs 2. Analyze the main management functions of an agricultural enterprise (planning, organization, motivation, control).	X		X			Multiple choice tests
MLOs 3. Characterize the effectiveness of making and implementing management decisions in agro-industrial production		X			X	Multiple choice tests
MLOs 4. Evaluate innovative approaches to agribusiness management to ensure sustainable development in the face of climate change	X	X	X	X	X	Individual written assignment

PLOs 5 Describe the content of the functional areas of the organization.

PLOs 8 Apply management methods to ensure the effectiveness of the organization's activities

PLOs 18 Analyze the development indicators of management objects in the context of implementing sustainable development programs.

PLOs 19 Use modern information technologies in resource management and databases to justify management decisions regarding the choice of innovative technologies in agricultural enterprises.

PLOs 20 Demonstrate the ability to ensure legal justification, financial feasibility, customs and logistical support, and safety of business operations of business entities in agricultural and food markets.

3. CONTENT OF THE EDUCATIONAL COMPONENT (PROGRAM ACADEMIC DISCIPLINE)

Topic. List of issues to be addressed within the topic	Distribution within the overall time budget			Learning resources
	Classroom work		Independent work	
	Lectures	Practicals		
<p>Topic 1. The essence of agricultural management and its place in the management system of agricultural enterprises. The essence of agricultural management. Strategic planning and strategic management. Subject, content and objectives of the course.</p>	4	4	10	main (1-5) methodolog. (1-3) additional (1-4) L.F (1-12)
<p>Topic 2. Features of agricultural management in different organizational and legal forms of agricultural enterprises Organization of the functioning of a limited liability company. Features of the organizational foundations of joint-stock companies. Farming. Private enterprise. Agricultural cooperative. Registration of agricultural enterprises</p>	4	4	10	main (1-5) methodolog. (1-3) additional (1-4) L.F (1-12)
<p>Topic 3 Adoption and implementation of management decisions in agro-industrial production Main types of management decisions. Risk and uncertainty factors in making management decisions. Stages of decision-making. Defining the goals and problems of the enterprise. Analysis of the external and internal environment of the enterprise</p>	2	2	10	main (1-5) methodolog. (1-3) additional (1-4) L.F (1-12)
<p>Topic 4. Planning and control in the management of agricultural enterprises The essence of planning in management. Strategic planning in management. The essence of control in management. Forms of control. Internal control.</p>	4	4	10	main (1-5) methodolog. (1-3) additional (1-4) L.F (1-12)
<p>Topic 5. Motivational support of technologies in the system and agricultural management The importance of the human factor in organizational management. The concept of motivation. Theories and models of motivation processes: substantive and process approaches</p>	4	4	10	main (1-5) methodolog. (1-3) additional (1-4) L.F (1-12)
<p>Topic 6. Regulatory and legal support for management processes in the agricultural management system Concepts of determining the effectiveness of management in an organization. Approaches to assessing the effectiveness of management in an organization. Economic, organizational and social effectiveness of management.</p>	2	2	5	main (1-5) methodolog. (1-3) additional (1-4) L.F (1-12)

Directions for increasing the effectiveness of organizational management. The essence and types of responsibility and ethics in management.				
Topic 7. Economic mechanism and methods of managing agricultural production Classification and characteristics of management methods (economic management methods, administrative (organizational and managerial) methods, social and psychological methods).	4	4	5	main (1-5) methodolog. (1-3) additional (1-4) L.F (1-12)
Topic 8. Human resource management in an agricultural enterprise. Formation and planning of labor resources. Development and training of personnel. Organization and motivation of labor. Social responsibility and ethics in agricultural business	4	4	5	main (1-5) methodolog. (1-3) additional (1-4) L.F (1-12)
Topic 9. Innovative approaches to agribusiness management to ensure sustainable development in the face of climate change The concept of sustainable development in agriculture. Innovative technologies and their role in agricultural enterprise management. Practical aspects of implementing sustainable agricultural management	4	4	5	main (1-5) methodolog. (1-3) additional (1-4) L.F (1-12)
Topic 10. Efficiency of the agricultural management system. Analysis of the main management functions of an agricultural enterprise (planning, organization, motivation, control). Key management decisions for an agricultural enterprise. Development of recommendations for improving the efficiency of activities.	4	4	8	main (1-5) methodolog. (1-3) additional (1-4) L.F (1-12)
Total	36	36	78	

4. TEACHING METHODS AND TEACHING

MLOs	Teaching methods (work that will be carried out by the teacher during classroom lessons, consultations)	Teaching methods (what types of learning activities must the applicant perform independently)
MLOs 1. Understand the essence of agricultural management and its application in various organizational and legal forms of agricultural enterprises	Lecture, practical session, discussion of topical issues Discussions, debates, polemics.	Independent work with the textbook, with lecture notes in the Moodle system, solving problems, using educational and control tests.
MLOs 2. Analyze the main management functions of an agricultural enterprise (planning, organization, motivation, control).	lecture, explanation, educational discussion demonstration Tutoring method	Study of theoretical material
MLOs 3. Characterize the effectiveness of making and implementing management decisions in agro-industrial production	Lecture, practical session, discussion of topical issues	Study of theoretical material
MLOs 4. Evaluate innovative approaches to agribusiness management to ensure sustainable development in the face of climate change	Lecture, practical session, discussion of topical issues	Studying theoretical material, performing individual tasks

5. EVALUATION BY EDUCATIONAL COMPONENT

5.1. Summative assessment

5.1.1. For the assessment of expected learning outcomes, the following is provided:

No	Summative assessment methods	Points / Weight in the overall score	Date of compilation
1	Multiple choice test (by topic)	40 points / 40%	By the end of week 8
2	Preparing a research presentation on a chosen topic	10 points / 10%	By the end of week 9
3	Multiple choice test (by topic)	40 points / 40%	By the end of week 14
4	Individual written assignment	10 points / 10%	By the end of week 10

5.1.2. Evaluation criteria

Component	Unsatisfactorily	Satisfactorily	Good	Perfectly
Multiple choice test (by topics)	<i><24 points</i>	<i>25-29 points</i>	<i>30-34 points</i>	<i>35-40 points</i>
	Less than 60% correct answers	60% - 74% correct answers	75% - 89% correct answers	90-100% correct answers
Individual written assignment	<i><5 points</i>	<i>5-6 points</i>	<i>7-8 points</i>	<i>9-10 points</i>
	Little awareness of the problem, a brief description is provided. Does not demonstrate independent thinking on the chosen topic.	The problem is mostly described (without analysis), the main points are not sufficiently substantiated, the argumentation is not sufficiently consistent, the presentation is absent or superficial. Only literature recommended by the teacher is reviewed.	Demonstrated understanding, depth and/or detail of the problem; main problem aspects are well-founded, arguments are consistent; different points of view are explored, presentation is meaningful, consistent. Literature reviewed is only recommended by the teacher.	The problem is sufficiently deeply and/or in detail disclosed, different views on the problem are analyzed; all main points are stated, the arguments are consistent and weighty; different points of view are analyzed, and one's own suggestions are given.
Preparing a research presentation on a chosen topic	<i><5 points</i>	<i>5-6 points</i>	<i>7-8 points</i>	<i>9-10 points</i>
	Task requirements not met	Most requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	All task requirements met	All task requirements have been met, creativity and thoughtfulness have been demonstrated, and an original solution to the problem has been proposed.
Multiple choice test (by topics)	<i><24 points</i>	<i>25-29 points</i>	<i>30-34 points</i>	<i>35-40 points</i>
	Less than 60% correct answers	60% - 74% correct answers	75% - 89% correct answers	90-100% correct answers

5. 2. Formative assessment:

To assess current progress in learning and understand areas for further improvement,

No.	Elements of formative assessment	Date
1	Verbal feedback from the teacher regarding clarification of specific situations during classroom work	constantly
2	Oral questioning during classes and feedback from the teacher during classroom work and practical tasks	constantly
3	Oral feedback from the teacher on the completion of individual tasks in practical classes	according to the practical class schedule
6	Oral feedback from the teacher and applicants on the results of individual tasks for independent completion	15 week

6. LEARNING RESOURCES (LITERATURE)

6.1 Main sources

6.1.1 Textbooks, manuals:

1. Mazur K. V., Kubay O. G. Management of an agricultural enterprise: a textbook. Vinnytsia: TVORY, 2020. 284 p.
2. Kaletnik G.M., Goncharuk I.V., Yemchik T.V., Lutkovska S.M. Agrarian policy and land relations: textbook. Vinnytsia National Agrarian University. Vinnytsia: VNAU, 2020. 307 p.
3. Butko M., Zadorozhna S., Ivanova N., Production Management. Textbook. Center for Educational Literature. 2020. 424 p.
4. Demyanenko S.I. Management of agricultural enterprises. Textbook. Kyiv: KNEU, 2005. 347 p. <https://buklib.net/books/21904/>

6.1.2 Other sources:

1. Rudenko V.P., Solarev O.O. Quality management of agricultural enterprises based on international approaches. Bulletin of the Sumy National Agrarian University. 2023. No. 2(52). P. 59 – 64
2. Pasko, A., & Stoyanets, N. (2024). THE ESSENCE OF THE PROBLEM OF ORGANIZATIONAL AND ECONOMIC ENSURANCE OF THE EFFICIENCY OF PERSONNEL MANAGEMENT OF ENTERPRISES. *Economy and Society*, (62). <https://doi.org/10.32782/2524-0072/2024-62-44>.
3. Stoyanets, N. (2024). MANAGEMENT OF INNOVATIVE DEVELOPMENT OF ENTERPRISES IN THE CONDITIONS OF GLOBALIZATION CHALLENGES. *Economy and Society*, (60). <https://doi.org/10.32782/2524-0072/2024-60-86>
4. Aleksii Lyulyov, Tetyana Pimonenko, Natalia Stoyanets, Nataliia Letunovska. Sustainable Development of Agricultural Sector: Democratic Profile. Impact Among Developing Countries. *Research in World Economy* Vol. 10, No. 4; Special Issue. 2019 P. 97-105.
5. Stoyanets N.V. Effectiveness of management measures for the implementation of renewable energy in agricultural enterprises in the context of sustainable development Scientific and production journal "Business Navigator" Issue 2 (79) 2025 DOI:<https://doi.org/10.32782/business-navigator.79-21>
5. Stoyanets Nataliya Conceptual principles of managing the sustainable development of the agricultural sector of the economy in the condition of the international integration processes. Development of management in the conditions of

the international integration processes. [collective monograph] Edited by NV Stoyanets. Warsaw: RS Global Sp. z OO, 2022. 265 p.: DOI: <https://doi.org/10.31435/rsglobal/049>

Legislative framework

1. On the Sustainable Development Goals of Ukraine for the period until 2030: Decree of the President of Ukraine No. 722/2019 dated September 30, 2019.
2. Sustainable Development Strategy “Ukraine – 2020”. Approved by Decree of the President of Ukraine dated January 12, 2015 No. 5/2015.
3. On the Basic Principles (Strategy) of the State Environmental Policy for the Period Until 2020. Law of Ukraine. Document 3483-4, in force, latest edition dated 02/23/2010. LEAGUE: ELITE. Version 7.7.1.
4. On Environmental Protection. Law of Ukraine Law of Ukraine. Document 4453-4, in force, latest edition dated 03/13/2014. LEAGUE: ELITE. Version 5.7.1
5. On Strategic Environmental Assessment. Law of Ukraine. Document 3283-1, current, latest edition dated 03/13/2018. LEAGUE: ELITE. Version 5.7.1
6. On the Main Directions of the State Policy of Ukraine in the Field of Environmental Protection, Use of Natural Resources and Ensuring Ecological Safety. Resolution of the Verkhovna Rada of Ukraine. Document 1243-1, current, latest edition dated 03/13/2019. LEAGUE: ELITE. Version 5.7.1
7. Agenda for the 21st Century. AGENDA 21 Action Program: adopted by the UN Conference on Environment and Development in Rio de Janeiro. Earth Summit 1992: translated from English, 2nd ed.: Intelsfera, 2000. 359 p.
8. On the Concept of Scientific, Technical and Innovative Development of Ukraine. Resolution of the Verkhovna Rada of Ukraine (Document dated 13.07.99 No. 916-XIV).
9. On the Sustainable Development Goals of Ukraine for the period until 2030. Decree of the President of Ukraine Document 1243-1, in force, latest edition dated 03/13/2019. LEAGUE: ELITE. Version 5.7.1
10. On Environmental Protection. Law of Ukraine Law of Ukraine. Document 4453-4, in force, latest edition dated 03/13/2014. LEAGUE: ELITE. Version 5.7.1
11. On Strategic Environmental Assessment. Law of Ukraine. Document 3283-1, current, latest edition dated 03/13/2018. LEAGUE: ELITE. Version 5.7.1
12. On the Main Directions of the State Policy of Ukraine in the Field of Environmental Protection, Use of Natural Resources and Ensuring Ecological Safety. Resolution of the Verkhovna Rada of Ukraine. Document 1243-1, current, latest edition dated 03/13/2019. LEAGUE: ELITE. Version 5.7.1
5. Agenda for the 21st Century. AGENDA 21 Action Program: adopted by the UN Conference on Environment and Development in Rio de Janeiro. Earth Summit 1992: transl. from English, 2nd ed.: Intelsfera, 2000. 359 p.

6.2 Additional sources:

1. SNAU Library: <https://library.snau.edu.ua/>
2. Library named after V.I. Vernadsky. URL: <http://www.nbu.gov.ua/>
3. V.G. Korolenko Library. URL: <http://korolenko.kharkov.com/>
4. Electronic library. URL: <http://lib.meta.ua/>

5. Regulatory and legal framework of Ukraine URL:<http://zakon3.rada.gov.ua/>
6. World Bank, statistical information: <http://data.worldbank.org/indicator>
7. World Health Organization, statistical information:http://www.who.int/gho/mdg/environmental_sustainability/en/
8. Global Energy Statistical Yearbook:<https://yearbook.enerdata.net/>
9. UN Report on the Millennium Development Goals:<https://ukraine.un.org/uk/sdgs>
10. Institute of World Policy, environmental and economic indicators:<http://www.earth-policy.org/publications/C39>
11. United Nations Population Fund, statistical information:<http://www.unfpa.org/world-population-trends>

6.3 Software

1. Web 2.0 software: Google Cloud & Docs – for providing teaching materials, communicating with students, completing individual assignments, and posting assignments.
2. Moodle 3.11 distance learning system software – for organizing distance learning for students (access to educational materials, communication with the teacher, implementation of various types of assessments).
3. Zoom Video Communications, Inc. v. 5.6.1 software – for organizing training via video communication (if necessary).
4. Microsoft Office Excel software – for creating educational materials.