

Ministry of education and science of Ukraine
Sumy national agrarian university
Faculty of economics and management
Department of public management and administration

Syllabus of the educational component
BUSINESS-MANAGEMENT
compulsory component CC 5

Specialty	D3 Management
Educational program	Administrative management
HE level	The second (master's) level of higher education

Creators:



Svitlana LUKASH, PhD (Economics), ass. professor

Considered, reviewed and approved on the meeting of the department of	Minutes dated 11 May, 2026 #19
Public management and administration	
Head of the department	 (sign) Alina BRYCHKO (name)

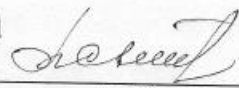
Agreed:

Guarantor of the educational program


(sign)

Larysa KALACHEVSKA
(name)

Dean of the faculty, where the educational program EP is implemented

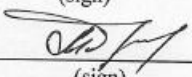

(sign)

Svitlana LUKASH
(name)

A review of the work program has been provided

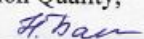

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Tetyana KHARCHENKO (attached)
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Methodist of the Department of Education Quality, licensing and accreditation


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(Nadiya BARANIK)
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Registered in the electronic database: date: 02.07. 2026

Information on syllabus reviewing:

Academic year in which the changes are made	The number of the annex to the work program with a description of the changes	The changes were reviewed and approved		
		Date and number of the protocol of the meeting of the department	Head of department	Guarantor of EP

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Name of EC	Business-Management		
2.	Faculty/Department	Economics and Management/ Department of Public Management and Administration		
3.	State of EC	Obligatory		
4.	Program(s) to which the EC is attached (<i>to be filled in for obligatory types</i>)	Educational and professional program “Administrative Management” of the second level of higher education, specialty D3 “Management”		
5.	The EC can be suggested for (<i>to be filled in for optional types</i>)			
6.	NQF level	6		
6.	Semester and duration of module	1 semester, 1-15 weeks		
7.	ECTS credit number	5 ECTS		
8.	Total workload and time allotment	Directed study		
		Lectures	Practicals	Labs
		44 hours	30 hours	76 hours
9.	Language of instruction	English		
10.	Lecturer/Leader of the educational component	Svitlana LUKASH, associate professor of Public management and administration department Consultation hours - every Tuesday at 12:15 p.m., room 207e (economic building)		
11.1	Contact information	svitlana.lukash@snau.edu.ua svitlana.lukash@gmail.com		
11.	Educational component description	Business management, as an academic discipline, provides the formation of the ability to choose and use concepts, methods and tools of management, as well as the skills and abilities to independently plan and implement information, methodological, material, financial and personnel support of the organization (unit). The objective of the course is to form in students a clear understanding of the field of functions and tools of enterprise management, which can be used directly or by analogy to solve existing management situations, as well as the accumulation of knowledge on determining the impact of management concepts on the success of the enterprise using applied situations and business games. The academic discipline "Business Management" is aimed at providing students with knowledge about: scientific and economic foundations of business management; methods of strategic analysis; ethics and social responsibility of business; factors of production; classification of costs and revenues in agricultural enterprises; fixed and circulating assets: the essence and efficiency of their use; main aspects of labor economics, motivational mechanism and leadership; fundamentals of production theory; theoretical foundations of simplified enterprise planning; fundamentals of investment management.		

12.	Educational component aim	The purpose of studying the discipline "Business Management" is to develop in students competencies in the application of modern concepts, methods and tools of management, mastering the economic principles of enterprise functioning, methods of strategic analysis, principles of production resource management and personnel policy, as well as acquiring skills in planning the organization's activities, assessing the effectiveness of investments and implementing the principles of ethics and social responsibility in management practice.
13.	Prerequisites for educational component studying, connection with other educational components of EP	The educational component is the basis for such courses as Enterprise Planning, Management Consulting.
14.	Policy of academic integrity	According to the Code of Academic Integrity of the Sumy NAU, academic integrity is a set of principles, rules of behavior of participants in the educational process, aimed at forming an independent and responsible personality, capable of solving tasks in accordance with the educational level in compliance with the norms of law and social morality. Observance of academic integrity by students of higher education involves independent performance of educational tasks, tasks of current and final control, learning results. It is expected that students of higher education will adhere to the principles of academic integrity, being aware of the consequences of its violation, which is determined by the regulatory documents of the Sumy National Agrarian University, in particular the Code of Academic Integrity, the Regulations on the Prevention and Detection of Academic Plagiarism at the Sumy NAU (a full list of regulatory documents is posted on the university's website. https://snaeu.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/). For violation of academic integrity, students of higher education may be held to the following academic responsibility: - repeated assessment (test, exam, credit, etc.); - repeated completion of the training course; - warning; - issuing a reprimand; - expulsion from the university; (Part 5 of Article 48 of the draft Law of Ukraine "On Education"); - arrest or restriction of liberty, or deprivation of liberty, with deprivation of the right to hold certain positions or engage in certain activities with a fine.
15.	Keywords	Business management, governance, efficiency, enterprise analysis, business ethics, social responsibility, costs, revenues, labor resources, land resources, fixed and working capital, personnel policy, personnel management, leadership, business planning, investments, efficiency of investment projects.

2. LEARNING OUTCOMES UNDER THE EDUCATIONAL COMPONENT AND THEIR RELATIONSHIP WITH PROGRAM LEARNING OUTCOMES

Learning outcomes for EC (MLOs): On successful completion the educational component, the student will be able...	Program learning outcomes, PLOs (specify the number according to the numbering given in EP) ¹					How assessed
	PLO ₆	PLO ₁₀	PLO ₁₂	PLO ₁₃	PLO ₁₅	
MLOs 1. DRN 1. Apply the conceptual and categorical apparatus and tools of business management to build an economic model of the enterprise's activities and determine its optimal organization.	x		x	x	x	Conducting modular control, Business model canvas
MLOs 2. Identify categories of production costs and evaluate their impact on the final result of the enterprise's activities				x		Current test control (tests on the Moodle/ Kahoot platform, calculation tasks), Business model canvas
MLOs 3. Assess the personnel potential and form the personnel policy of the enterprise		x	x			Practical classes, (tests on the Kahoot platform, business cases; solution of practical cases)
MLOs 4. Apply various methods of planning the company's activities and evaluate the results of its activities	x	x		x	x	Practical classes (tests on the Kahoot platform, work in groups, calculation tasks, solving practical cases and discussion situational tasks), Persona developing, Business plan
MLOs 5. Independent study of educational and scientific literature, including Internet resources on business management issues				x		Preparation and public presentation of topics for seminar classes

3. CONTENT OF THE EDUCATIONAL COMPONENT (CURRICULUM PROGRAM)

Topic. List of issues to be considered within the topic	Distribution within the general time budget			Learning resources ²	
	Directed study		Self-directed study		
	Lectures	Practicals	Labs		
Topic 1. Scientific and economic foundations of business management. 1. Management: general idea about the goals and types of an entrepreneur behavior. 1.1 Desire, needs, benefit, profit. 1.2 Concept of Business ethics 1.3 Types of behavior of an entrepreneur. The principle of rationality. The principle of Economy. The principle of profitability.	2	2		4	1, 2, 4, 6, 7

¹ It must correspond to the Matrix of ensuring the programmatic learning outcomes by the relevant components of the educational program, specified for the compulsory educational components of OP I and II levels, for all (obligatory and optional EC) EP III

² Конкретне джерело із основної чи додатково рекомендованої літератури

2 Economy, enterprise, household. 2.1 Individual performance indicators. 3 General provisions on the theory of the agricultural enterprise. 3.1 Elements of the economic model. 3.2 Forms of the economic model. 3.3 Normative and positive assessment of the model.					
Topic 2: Methods of Strategic Analysis in Management: SWOT, PESTEL, Benchmarking Introduction to Strategic Analysis 1. PESTEL Analysis as a Tool for Assessing the Macro environment 2. SWOT Analysis: A Tool for Comprehensive Organisational Position Assessment 3. Benchmarking as a Method of Comparative Analysis 4. Integration of Analysis Methods into Managerial Practice 5. Conclusions and Reflection	4	2		2	1, 2, 4, 6, 7
Topic 3: Business Ethics and Social Responsibility 1. Introduction: Relevance of the topic in the modern context. 2. Business Ethics: Essence, key principles, and challenges in Ukraine. 3. Corporate Social Responsibility (CSR) / Business Social Responsibility (BSR): Definition, evolution, and significance. Social Entrepreneurship. 4. Key Aspects of Business Social Responsibility. 5. Specific Features and Manifestations of Business Social Responsibility in Ukraine, Especially During Wartime. 6. Benefits of Implementing Social Responsibility for Businesses. 7. The Relationship Between Business Social Responsibility and Entrepreneurship Development. 8. Conclusions. 9. Practical Case Studies.	4	2		6	1, 2, 4, 6, 7
Topic 4. Factors of production. 1. Buildings and structures. 2. Machines, devices and fixed installations. 3. Materials. Unfinished production (curriculum capital). 4. Rights as means of production.	2	2		6	1, 2, 4, 6, 7, 9
Topic 5. Classification of costs and revenues in agricultural enterprises (inputs and outputs). 1. The essence and classification of costs in agricultural production. 1.1. Definition and structure of costs in agricultural production. 1.2. Classification of costs according to the method of their allocation to the final product. 1.3. Classification of expenses according to their variability. 1.4. Classification of costs depending on the planned situation. 2. Essence, classification and methodology of income assessment. 2.1. Income classification. 2.2. Income assessment methods. 2.3. Determination of true value. 2.4. Evaluation of the use of production stocks. 3. Examples of calculating the cost of manufactured products.	4	4		6	1, 2, 4, 6, 7, 9
Topic 6. Fixed assets: essence and effectiveness of their use. 1. Fixed assets and costs arising from their use. 1.1. The essence of fixed assets. 1.2. Expenses arising from the use of fixed assets. Depreciation deductions. Expenses arising from the use of capital. Costs of maintenance of fixed assets. Insurance. 1.3. Variable costs for the use of fixed assets. 1.4. Variable costs for the use of fixed assets. 1.5. Additional calculations when determining mechanization costs. 2. The economically justified period of use of the equipment, the date of its replacement. 2.1. Optimal period of use and date of replacement of the tractor. 2.2. The optimal period of use of the vineyard with its identical replacement. 3. Examples of calculating production mechanization costs processes.	6	4		6	1, 2, 4, 6, 7

Topic 7. Basic aspects of the economy of labor resources. 1. Labor cost assessment indicators 2. The need for working time for the production process. 3. Balance of working time and structure of work. 3.1. Determination of periods of performance of works. 3.2. Determination of labor potential 3.3. Determination of the need for working time. 3.4. Compilation of the work balance. 3.5. Analysis of the structure of works. 4. Payment of the labor force. 4.1. Payment of employees. 4.2. Wage rates for unpaid own labor. 5. Personnel management and motivation theory	4	2		8	1, 2, 4, 6, 7
Topic 7: Formation of Enterprise HR Policy and Key Aspects of Labor Resource Economics 1. The Essence and Importance of Enterprise HR Policy 2. Key Indicators for Evaluating Labor Costs in HR Policy 3. Determining the Need for Labor Resources 4. Developing a Labor Balance and Job Structure 5. Main Directions of HR Policy Implementation 6. Wages as an Element of HR Policy 7. Strategic Planning in HR Policy 8. Analysis of HR Policy Effectiveness	4	2		8	1, 2, 4, 6, 7
Topic 8: Motivation Mechanism and Leadership in a Team 1. Introduction to the Topic 2. Theoretical Foundations of Motivation 3. Motivational Mechanism in a Team 4. Leadership as a Factor in Team Motivation 5. Formation of an Effective Team 6. Practical Aspects of Applying Motivation Mechanisms and Leadership 7. Conclusions and Discussion	2	2		6	1, 2, 4, 6, 7
Topic 9. Basics of production theory. 1. General understanding of production theory. 1.1. Prerequisites of production theory. 1.2. Concept of production function. 1.3. The main issues of the optimal organization of the enterprise. 2. Simple production. 2.1. Production functions with one variable resource. 2.2. Production functions with two variable resources. 2.3. Direction of production expansion. 3. Interrelated production (an enterprise that produces several types of products). 3.1. Parallel (independent) production. 3.2. Competitive (alternative) production. 3.3. Related production. 3.4. Determination of the optimal production direction. 4. Optimal organization of the farm.	4	2		6	1, 2, 4, 6, 7

Topic 10. Planning of enterprise activities using software planning II. 1. General characteristics of the method. 2. Methodology of implementation of program planning II. 2.1. Data collection and presentation Fact-enterprise. 2.2. Definition and analysis of additional production processes. 2.3. Aggregation of fodder production and animal husbandry. 2.4. Determination of the scope of competition. 2.5. Calculation of enterprise plans. 2.6. Choosing the "optimal plan". 3. An example of optimization of the production direction of the enterprise with the help of program planning II.	4	2		6	1, 2, 4, 6, 7
Topic 11. Simplified planning of the enterprise by the program planning method I. 1. Principal features of the method. 2. Methodology of simplified planning. 2.1. Method of simplified planning. 2.2. Notes to the costing example. 2.3. Calculation of marginal income. 2.4. Total marginal revenue and profit of the Fact-enterprise. 2.5. Comparative marginal income in Plan-enterprise. 2.6. Evaluation of plans and selection of the "optimal plan". 3. An example of enterprise optimization using program planning I.	4	2		6	1, 2, 4, 6, 7
Topic 12. Introduction to multiperiod calculations of investment efficiency. 1. Principles of investment efficiency assessment. 1.1. The concept of investment. Sources of investment 1.2. Static and multiperiod calculations of investment efficiency. 1.3. Payment Streams, Periods and Cash Flow. 1.4. Financial and mathematical indicators of investment evaluation 1.5. Actual value (current). 2. Performance indicators in multiperiod calculations 2.1. Selection criteria. 2.2. Net present value. 2.3. Equivalent annuity. 2.4. Internal rate of return. 2.5. Duration of amortization (pay-off period). 2.6. Benefit-Cost Ratio (BCR) 2.7. Net Benefit-Investment Ratio (NBIR). 2.8. Net Benefit-Increase. 3. Sensitivity analysis. 4. Financial and mathematical indicators. 5. Examples of application of financial and mathematical indicators.	4	4		8	1, 2, 4, 6, 7
Total	44	30		76	

4. TEACHING AND LEARNING METHODS

MLO	Teaching methods (work to be carried out by the teacher <u>during</u> <u>classroom classes</u> , consultations)	Number of hours	Teaching methods (what types of educational activities should the student <u>perform independently</u>)	Number of hours
MLOs 1. Apply the conceptual and categorical apparatus and tools of business management to build an economic model of the enterprise's activities and determine its optimal organization.	Lecture, practical session, discussion, explanation, express survey	14	Development of theoretical material, a report with a presentation on the topic of independent study of the discipline	16

MLO 2. Identify categories of production costs and evaluate their impact on the final result of the enterprise's activities.	Lecture, practical session, discussion, work in small groups, explanations, solution of situational problems, express survey	22	Development of theoretical material, solution of calculation individual tasks, visual presentation of calculation results and their analysis	20
MLO 3. Assess the personnel potential and form the personnel policy of the enterprise	Lecture, practical session, discussion, case method, express survey	12	Development of theoretical material, presentation of the results of group work, preparation of visual materials based on the results of literature analysis, a report with a presentation on the subject of independent study of the discipline	14
MLO 4. Apply various methods of planning the company's activities and evaluate the results of its activities	Lecture, practical session, discussion, case method, express survey	18	Development of theoretical material, solving individual calculation tasks, visual presentation of calculation results and their analysis	18
MLO 5. Development of theoretical material, solving individual calculation tasks, visual presentation of calculation results and their analysis	Lecture, practical session, discussion, explanation, express survey	8	Development of theoretical material, a report with a presentation on the topic of independent study of the discipline, participation in a discussion club on the chosen topic	8
Number of hours		74		76

5. EVALUATION BY THE EDUCATIONAL COMPONENT

5.1.1 To assess the expected learning outcomes, it is provided:

№	Methods of summative assessment	Points / Weight in the overall assessment	The date of compilation
1.	Testing (multiple choice, open type tests)	50/50%	7-8 week 14-15 weeks
2.	INHT (calculation task, BMC)	20/20%	14-15 week
3.	Exam (written answer to open questions and performance of a practical calculation task)	30/30%	According to the session's schedule

5.1.2 Evaluation criteria

Component	Unsatisfactory	Satisfactory	Good	Excellent
Testing	<30 points	30-37 points	38-44 points	45-50 points
	the correct answer was provided for less than 60% of the tasks	the correct answer was provided for 60%-74% of the tasks	the correct answer was provided for 75%-89% of the tasks	90% or more tasks were answered correctly
INHT	< 10 points	10-12 points	13-17 points	18-20 points
	The task requirements have not been fulfilled	Most of the requirements are met, but some components are missing or insufficiently disclosed	All requirements of the task have been fulfilled	All the requirements of the task were met, creativity and thoughtfulness were demonstrated, and an own solution to the problem was proposed

5.2 Formative assessment:

5.2.1 To evaluate the current progress in education and understand the areas of further improvement, it is provided

№	Elements of formative assessment	Date
1.	Verbal feedback from the teacher during classroom work	constantly
2.	Oral survey during classes and feedback from the teacher during classroom work	constantly
3.	Conversation and discussion during classroom lectures	constantly
4.	Written feedback from the teacher based on the results of the INHW	15 week
5.	Discussion of situational tasks and presentations on the subject of independent study of the discipline	constantly
6.	Verbal feedback from the teacher and students after the exam	15 week

Self-assessment can be used as an element of summative assessment and formative assessment

EDUCATIONAL RESOURCES (LITERATURE)

Main resources

Books, textbooks

1. Economics of farm management in a global setting, second edition. Kent Olson and John Westra. New York, NY: Routledge, 2022. 560 p.
2. Ronald D. Kay, William M. Edwards and Patricia A. Duffy. Farm Management, 9th Edition. McGraw-Hill, Inc. 2020. 496 p.
3. Виробнича економіка / В.П. Галушко та ін.; за ред. В.П. Галушко, Г. Штрюбель: навч. посіб. Вінниця: Нова Книга, 2005. 400 с.
- 6 OpenStax. Organizational Behavior [E-resource]. Houston: Rice University, 2022. URL: <https://openstax.org/details/books/organizational-behavior> .
- 7 Gitman L. J., McDaniel C., Shah A. та ін. Introduction to Business [E-resource]. Houston: OpenStax, 2023. URL: <https://openstax.org/details/books/introduction-business>
- 8 Ferrell O. C., Fraedrich J., Ferrell L. Business Ethics [E-resource]. Open Textbook Library, 2020. URL: <https://open.umn.edu/opentextbooks/textbooks/business-ethics> (
- 9 Saylor Academy. Strategic Management [Електронний ресурс]. Washington: Saylor Foundation, 2020. URL: <https://open.umn.edu/opentextbooks/textbooks/strategic-management>
- 10 Olson K., Westra J. The Economics of Farm Management: A Global Perspective [E-resourcec]. 2nd ed. London: Routledge, 2022. URL: https://www.researchgate.net/publication/359876740_The_Economics_of_Farm_Management_A_Global_Perspective .
- 11 Thakur S., Wasnik S., Sharma P., Kush B. Agribusiness Management [E-resource]. 2024. URL: https://www.researchgate.net/publication/382098714_Agribusiness_Management .

Methodical recommendations

1. Lukash S. E-course on “Business management”: <https://cdn.snau.edu.ua/moodle/course/view.php?id=2972>
2. MOOC Massive Open On-line Course "Agrarian Production Economics": <https://erasmus-topas.eu/expected-results/mooc-topas>
3. Lukash S. Business-management: course-book for English-speaking students of master's degree of speciality 073 “Management”, educational program “Administrative management” / Sumy, 2022, 145 p.
4. Online learning materials “Corporate Planning and Investment Theory”, “Machinery costs calculation” are uploaded on Moodle platform.
5. Osterwalder, Alexander & Pigneur, Yves. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, 2017. 288 p. URL: https://vace.uky.edu/sites/vace/files/downloads/9_business_model_generation.pdf

Others source

1. Lukash S. M., Konev R. Yu. Transformation of the financial sustainability of farms under the influence of environmental initiatives Green Deal. BUSINESS INFORM. 2025, No. 11. P. 135 – 143.
2. Kalachevska, L., Lukash, S. TRANSFORMATION OF BUSINESS ETHICS IN THE CONDITIONS OF MARTIAL ARTS: CHALLENGES FOR UKRAINIAN ENTERPRISES. Bulletin of Sumy National Agrarian University. 2025, No. 3 (103). P. 45-52. doi: 10.32782/bsnau.2025.3.7.
3. Lukash, S., & Konev, R. (2024). Financial support for farms in Ukraine in the context of preparation for European integration. Economy and Society, (68). Retrieved from <https://economyandsociety.in.ua/index.php/journal/article/view/5049> DOI: <https://doi.org/10.32782/2524-0072/2024-68-179>
4. Duan Yinxue, Svitlana Lukash. 2025. “THE ROLE OF ESG RISK ASSESSMENT IN CORPORATE PROJECTS: A MULTIDIMENSIONAL THEORETICAL AND EMPIRICAL ANALYSIS”. Bulletin of Sumy National Agrarian University, 2025, issue 3 (103). pp. 39-44. <https://doi.org/10.32782/bsnau.2025.3.6>.

5. D. Yinxue, S.M. Lukash. Current state and challenges of corporate investment risks. Podolsk Bulletin: Agriculture, Technology, Economics. 2025, No. 49. pp. 175-180. <https://doi.org/10.37406/2706-9052-2025-4.26>
6. Lukash, S., Sokhan, I., & Pasko, O. (2023). Management of family farms development in the context of economic transformations: Assessment of their role and measures to support their sustainable development. Bulletin of Sumy National Agrarian University, (1[93]), 40–45. <https://doi.org/10.32782/bsnau.2023.1.8>
7. Yingxue, D., & Lukash, S. (2023). Research on enterprise risk management: A literature review. Economy and Society, (55). <https://doi.org/10.32782/2524-0072/2023-55-76>
8. Yihan, Z., & Lukash, S. (2023). Management of human resources development in small and medium-sized enterprises – Theoretical review. Economy and Society, (55). <https://doi.org/10.32782/2524-0072/2023-55-77>
9. Brychko, A. M., & Lukash, S. M. (2021). Minimization of risks of innovative business development. Economics, Management and Administration, (4[98]), 37–41. [https://doi.org/10.26642/ema-2021-4\(98\)-37-41](https://doi.org/10.26642/ema-2021-4(98)-37-41)
10. Brychko, A., & Lukash, S. (2021). State support and regulation of farming in Sumy region. Public Administration and Regional Development, (12), 376–407. <https://doi.org/10.34132/pard2021.12.04>. Available at: <https://pard.mk.ua/index.php/journal/article/view/248>

Additional sources

1. www.ktbl.de
2. www.minagro.gov.ua
3. <https://ima.hswt.de/en/triesdorf-en/mooc-en>
4. <https://ima.hswt.de/en/triesdorf-en/literature-en>
5. <http://www.fas.usda.gov/commodities.asp>
6. <http://usda.mannlib.cornell.edu/MannUsda/viewDocumentInfo.do?documentID=1047>
7. http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Agricultural_products
8. <http://www.jle.com/e-docs/00/04/26/4D/article.phtml>
9. www.ukrstat.gov.ua
10. www.agroinfo.ua
11. www.agroua.net
12. www.usaid.com
13. www.farm.org
14. www.kurkul.ua
15. www.latifundist.ua
16. www.aiaee.org
17. www.icp.org.ua
18. www.usda.gov.com

Software

Computer programs MAX та Regio Max