

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

Innovation Management

(compulsory/optional)

Implemented within the framework of the educational programme **Management**
(name)

in the speciality 073 «Management»
(code, title)

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

Sumy-2026

Author: _____

Liudmyla MOHYLNA., PhD, Associate Professor

Module syllabus agreed at
the Department of
Management named after
Professor L.I. Mykhailova

Minutes No 15 dated 02.06.2026

Head Department of Management named
after Professor L.I. Mykhailova _____

(Alvina ORIEKHOVA)

Approved by:

Guarantor of the Academic program _____

Natalia STOYANETS

Dean of the Faculty _____

Svitlana LUKASH

Syllabus review (attached) is provided by: _____

Liudmyla
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Representative of the Department of Education Quality assurance,
licensing and accreditation _____

(N. Baranik)

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12.06.

2026

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	Innovation Management			
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)	«Management» Academic Program, area of specialization 073 «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 6, FQ-EHEA - first cycle, EQF-LLL - level 6.			
7	Semester and duration of module	6 semester, 15 weeks			
8	ECTS credits number	5			
9	Total workload and time allotment	Directed study			Self-directed study
		Lectures	Practicals	Labs	
		44	30		76
10	Language of instruction	English			
11	Module leader	Liudmyla Mohylina - 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			
11.1	Module leader contact information	liudmyla.mohylina@snau.edu.ua Farafonova L@ukr.net			
12	Module description	The educational component «Management of Innovations» is devoted to the consideration of the functioning of business entities in the context of modern technological modes and related specific methods approaches to innovation management, planning, organization, motivation and control of the innovation process. This educational component is comprehensive in nature, allowing future managers to understand approaches to managing business entities in modern conditions.			
13	Module aim	Purpose: to gain knowledge of the methods, principles, justification and management of innovations, development of an innovation strategy, management of the implementation of innovations in enterprises, as well as the acquisition of skills for their practical use.			
14	Module Dependencies (prerequisites, co-requisites, incompatible modules)	1 The educational component is based on the study of the ECs: «Management», «Accounting ». 2. The educational component is the basis for studying the ECs: «Sustainable Development Management», «International Economic Relations». 3 There are no restrictions.			
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	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=2416
17	Keywords	management, enterprise, innovation, innovation management, investment, efficiency, innovation system, innovative development, innovative technologies, agricultural innovation

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 ₆	PLO ₁₅	PLO ₁₉	
MLOs 1 Understand the acquired knowledge, understand the subject area, using the theoretical basis and knowledge of the principles, methods and tools of innovation management, and learn to successfully use them in practice.	X	X		Theoretical knowledge - tests, surveys
MLOs 2 Anticipate future trends, respond in a timely manner to constant change the environment and carry out innovative activities aimed at making a profit, making the most of modern forms and methods.	X	X		Solving practical calculation problems
MLOs 3 Solve complex practical problems of innovation management, which involves the organization and operation of innovative enterprises.		X	X	Solving practical calculation problems
MLOs 4 Solve complex practical problems in the field of innovation management, which provides a justification for the economic efficiency of the innovation project, investment attractiveness criteria and evaluation of innovation projects, as well as analysis of innovation projects in conditions of uncertainty.	X		X	Calculation and analytical task

PLO₆. To identify search skills, collecting and analyzing information, calculation of indicators for substantiation of managerial decisions.

PLO₁₅. Demonstrate the ability to act socially responsibly and publicly deliberately on the basis of ethical reasons (motives), respect for diversity and intercultural.

PLO₁₉. Use modern information technologies in the management of resources and databases to substantiate management decisions regarding the choice of innovative technologies in agricultural enterprises.

3. MODULE INDICATIVE CONTENT

Spring semester

Topics	Distribution of hours				Learning resources
	Directed study			Self-directed study	
	Lectures	Practicals	Labs		
Topic 1: <i>Definition of the innovation and its genesis</i> 1.1 Definition of the innovation and its classification 1.2 Formation of the definition of «agro-innovation» 1.3 Innovations and economic growth 1.4 Genesis of innovation theories 1.5 Sustainable Development Goals and their connection to innovation activities.	4	2		5	Main sources: 1- 3. Methodological support: 1-4. Additional resources: 3, 5, 11.
Topic 2: <i>Characteristic of the innovation process.</i> 2.1 Definition of the innovation process 2.2 Stages of the innovation process 2.3 Features of an innovation process for an organization	2	2		5	Main sources: 1- 3. Methodological support: 1-4. Additional resources: 11.
Topic 3: <i>Innovation activity as an object of the innovation management</i> 3.1 Definition and stages of innovation activity 3.2 Estimation of the innovation potential of the enterprise 3.3 Methodology of the product innovation development 3.4 Design for innovation	2	2		5	Main sources: 1- 3. Methodological support: 1-4. Additional resources: 11, 18.
Topic 4: <i>Governmental governance of innovation</i> 4.1 The role of the government in the creating of mechanism for innovation management 4.2 Governmental innovation policy 4.3 Governmental control of the innovation policy 4.4 Sustainable Development Goals and their integration into state innovation policy 4.5 SDG 9: «Industry, innovation, and infrastructure» – the state's task of stimulating innovative infrastructure	4	2		5	Main sources: 1- 3. Methodological support: 1-4. Additional resources: 1-6.
Topic 5: <i>Management of innovation inside an organization</i> 5.1 Main definition, methods and functions 5.2 Management of innovation development 5.3 Knowledge and innovation.	4	2		5	Main sources: 1- 3. Methodological support: 1-4. Additional resources: 9, 15, 18.
Topic 6: <i>Management of innovation development</i>	2	2		4	Main sources: 1- 3. Methodological

6.1 Marketing approach to development and implementation of innovations 6.2 Sources of the innovation ideas and its analysis					support: 1-4. Additional resources: 8, 18.
Topic 7: Personnel and the innovation management 7.1 Features of the personnel management in the innovation activity 7.2 Organization structure and the innovation process	2	2		4	Main sources: 1- 3 Methodological support: 1-4. Additional resources:: 9, 13, 19.
Topic 8: Organization innovations as a basis of modern business 8.1 Definition of organization innovations 8.2 The most important innovations of the 20th century 8.3 Implementing Innovation in organizations 8.4 Blockchain is an innovative technology	2	2		5	Main sources: 1- 3 Methodological support: 1-4. Additional resources: 10, 16, 18.
Topic 9: Innovative activity in agricultural enterprises 9.1 Features and problems of innovative activity of agricultural enterprises 9.2 Characteristic features of the innovation process of enterprises in the agricultural sector of Ukraine 9.3 Strategic management of innovative activities of agricultural enterprises 9.4 Innovative activities of agricultural enterprises in the context of the UN Sustainable Development Goals	2	-		6	Main sources: 1- 3 Methodological support: 1-4. Additional resources: 8. 11, 18, 20.
Topic 10: Motivation and stimulation of innovation activity 10.1 Motivation mechanism of the innovation activity 10.2 Form and methods of stimulation of innovations	4	2		5	Main sources: 1- 3 Methodological support: 1-4. Additional resources: 9, 13, 19.
Topic 11: Commercialization of innovation 11.1 The essence of commercialization of innovation. 11.2 Intellectual property and its transformation into the innovative product 11.3 Ways of commercialization of an intellectual property	4	2		5	Main sources: 1- 3 Methodological support: 1-4. Additional resources: 2, 10, 20.
Topic 12: Innovation management project 12.1 Organization structure of the project management 12.2 The life cycle of innovation projects 12.3 Methods of project management	4	2		5	Main sources: 1- 3 Methodological support: 1-4. Additional resources: 12, 18.
Topic 13: Business plans of innovation projects	2	2		5	Main sources: 1- 3 Methodological

13.1 Definition of a business plan 13.2 Structure of a business plan 13.3 Risk analysis of the project					support: 1-4. Additional resources: 12, 18.
Topic 14: <i>Examination of innovative projects</i> 14.1 Objectives and basic techniques of examination of innovative projects 14.2 Methods of choosing the best innovation project 14.3 Performance of the innovative projects	2	2		4	Main sources: 1- 3 Methodological support: 1-4. Additional resources: 1, 2, 5, 12.
Topic 15: <i>Risk and innovation management</i> 15.1 Basics of risk management 15.2 Risk classification 15.3 Methods of analysis of uncertainty and risk 15.4 Quantitative risk assessment	2	2		4	Main sources: 1- 3 Methodological support: 1-4. Additional resources: 12, 18.
Topic 16: <i>Evaluating the effectiveness of innovation management</i> 16.1 Principles of estimation of effectiveness of innovation 16.2 Basic indicators of economic efficiency	2	2		4	Main sources: 1- 3 Methodological support: 1-4. Additional resources: 7, 8, 10, 18.
Total	44	30		76	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Learning methods (self-directed study)
MLOs 1 Understand the acquired knowledge, understand the subject area, using the theoretical basis and knowledge of the principles, methods and tools of innovation management, and learn to successfully use them in practice.	Interactive lectures, thematic discussions, solving situational tasks. Interactive learning technologies (for example, the use of multimedia technologies, case studies (a method of analyzing specific situations)).	Express surveys of higher education students, oral surveys, testing, use of training and control tests, use of reference lecture notes, etc.
MLOs 2 Anticipate future trends, respond in a timely manner to constant change the environment and carry out innovative activities aimed at making a profit, making the most of modern forms and methods.	Verbal methods: lecture, explanation, thematic discussion, analysis of specific situations (case-study). Visual methods: use of multimedia technologies. Practical methods: practical calculation and analytical tasks.	Independent work with the textbook, with lecture notes in the Moodle system, solving problems, using educational and control tests.
MLOs 3 Solve complex practical problems of innovation management, which involves the organization and operation of innovative enterprises.	Verbal methods: lecture, explanation, thematic discussion, analysis of specific situations (case-study). Visual methods: use of multimedia technologies. Practical methods: practical calculation and analytical tasks.	Independent work with the textbook, with lecture notes in the Moodle system, solving problems, using educational and control tests.

MLOs 4 Solve complex practical problems in the field of innovation management, which provides a justification for the economic efficiency of the innovation project, investment attractiveness criteria and evaluation of innovation projects, as well as analysis of innovation projects in conditions of uncertainty.	Verbal methods: lecture, explanation, thematic discussion, analysis of specific situations (case-study). Visual methods: use of multimedia technologies. Practical methods: calculation and analytical tasks.	Independent work with the textbook, with lecture notes in the Moodle system, solving problems, using educational and control tests.
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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	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	30 points / 30%	At week 7, on the 15 week
2	Solving practical calculation problems	30 points / 30%	According to the schedule of practical classes by the end of week 7, 15
5	Calculation and analytical task	10 points / 10%	On week 14
	TOTAL	70 points / 70%	Week 15
6	Exam: - theoretical questions - calculation and practical task	30 points / 30%	According to the approved schedule

5.2.2. Grading criteria

Summative assessment method	Unsatisfactory	Satisfactory	Good	Excellent
	<18 points	18-21 points	22-26 points	27-30 points
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	The higher education applicant has some theoretical elements of the course. There is no integrity of understanding of the theoretical material.	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	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.	The higher education applicant demonstrates a complete and solid knowledge of theoretical material in the amount that corresponds to the program of the discipline.

is 15 points The maximum score for the second theoretical milestone control is 15 points		<i>help of the teacher.</i>		
Solving practical calculation problems	<i><18 points</i>	<i>18-21 points</i>	<i>22-26 points</i>	<i>27-30 points</i>
	<i>The requirements for the task are not fulfilled</i>	<i>Most of the requirements are met, but some components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	<i>All requirements of the task are fulfilled</i>	<i>All the requirements of the task are fulfilled, creativity, thoughtfulness are demonstrated, and the higher education applicant offers his/her own solution to the problem</i>
Calculation and analytical task	<i><6 points</i>	<i>6-7 points</i>	<i>7-8 points</i>	<i>9-10 points</i>
	<i>The requirements for the task are not fulfilled</i>	<i>Most of the requirements are met, but some components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	<i>All requirements of the task are fulfilled</i>	<i>All the requirements of the task are fulfilled, creativity, thoughtfulness are demonstrated, and the higher education applicant offers his/her 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	Week 3, 5, 9, 12, 15
2	Self-assessment of current testing	In week 7, week 15
3	Teacher's instructions in the process of performing practical calculation tasks	On each lesson
4	Discussion and self-correction of completed homework by higher education students through	Each practical lesson
5	Solving situational tasks	On each lesson
6	Oral feedback from the teacher and higher education students on the implementation of practical calculation tasks	By the end of 7 and 15 weeks
7	Oral feedback from the teacher and higher education students on the implementation of the calculation and analytical task	By the end of week 14

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 1 July 2026).

3 Stefan F. Dieffenbacher, Caroline Hüttinger, Susanne M. Zaninelli, Douglas Lines, Andreas Rein. How to Create Innovation: The Ultimate Guide to Proven Strategies and Business Models to Drive Innovation and Digital Transformation. Publisher: Wiley. 2024. 450 p. (accessed 1 July 2026).

6.2. Methodological support

1 Innovation Management. Synopsis of lectures for applicants of the first (bachelor's) level of higher education in specialty D3 (073) "Management" educational program "Management" for all modes of study/ Mohylna L.M. Sumy, 2025. 99 p. (Minutes № 2 dated «26» 09 2025).

2 Mohylna L.M. Innovation Management. Workbook for practical classes for acquirers of the first (bachelor's) level of higher education of the 3rd year full-time of the specialty 073 «Management». Sumy. 2023. 79 p. (Minutes № 6 dated January 23, 2023).

3 Mohylna L.M. Innovation management. Methodical instructions for independent work and individual tasks for applicants for the first (bachelor's) level of higher education of the 3rd year full-time of the of specialty 073 «Management». Sumy, 2023. 53 p. (Minutes №. 8 dated March 30, 2023).

4 E-course (teaching materials) based on the Moodle platform. URL: <https://cdn.snau.edu.ua/moodle/course/view.php?id=2416> (accessed 1 July 2026).

6.3. Additional resources

1. On Amendments to Certain Laws of Ukraine Regarding Priority Areas for the Development of Science and Technology and Innovation Activity: Law of Ukraine (Document No. 28594-IX of 12 January 2023). URL: <https://zakon.rada.gov.ua/laws/show/2859-20#Text> (accessed 1 July 2026).

2. On State Regulation of Activities in the Field of Technology Transfer: Law of Ukraine (Document No. 143-V, current version as of 12 December 2025, basis: 4585-IX). URL: <https://zakon.rada.gov.ua/laws/show/143-16#Text> (accessed 1 July 2026).

3. On Innovation Activity: Law of Ukraine (Document No. 40-IV, current version as of 31 March 2023, basis: 2849-IX). URL: <https://zakon.rada.gov.ua/laws/show/40-15#Text> (accessed 1 July 2026).

4. On Scientific and Scientific-Technical Activity: Law of Ukraine (Document No. 848-VIII, current version as of 22 March 2026, basis: 4794-IX). URL: <https://zakon.rada.gov.ua/laws/show/848-19#Text> (accessed 1 July 2026).

5. On Priority Areas of Innovation Activity in Ukraine: Law of Ukraine (Document No. 3715-VI, current version as of 13 January 2024, basis: 3534-IX). URL: <https://zakon.rada.gov.ua/laws/show/3715-17#Text> (accessed 1 July 2026).

6. On the Special Regime of Innovation Activity of Technology Parks: Law of Ukraine (Document No. 991-XIV, current version as of 5 December 2012, basis: 5460-VI). URL: <https://zakon.rada.gov.ua/laws/show/991-14#Text> (accessed 1 July 2026).
7. Mohylna L. Innovation indices as a key factor of changes in international economic relations in the digital era. *Tsyfrova ekonomika ta ekonomichna bezpeka*. 2025. Вип. 1(16). URL: <http://dees.iei.od.ua/index.php/journal/article/view/607>. DOI: 10.32782/dees.16-56 (accessed 01 July 2026).
8. Mohylna L. Innovative management as a tool for ensuring the competitiveness of agricultural enterprises. *Yefektivna yekonomika*. 2026. № 3. DOI: <http://doi.org/10.32702/2307-2105.2026.3.69>. URL: <https://www.nayka.com.ua/index.php/ee/article/view/9567/9717> (accessed 01 July 2026).
9. Mohylna L. Innovative system of personnel training and management in vocational education institutions based on digital transformation. *Ekonomika ta suspilstvo*. 2023. № 51. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/2507> DOI: 10.32782/2524-0072/2023-51-55 (accessed 01 July 2026).
10. Mohylna 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. P 90-109. DOI: <https://doi.org/10.31435/rsglobal/049-6> (accessed 01 July 2026).
11. Mohylna 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. P. 1893-1903. URL: <https://refpress.org/ref-vol21-a204/>. DOI: <https://doi.org/10.55365/1923.x2023.21.204> (accessed 01 July 2026).

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.