

Ministry of Education and Science of Ukraine
National Aerospace University named
"Kharkiv Aviation Institute"

Department of Management and Business Administration (602)

APPROVE

Guarantor of the Educational Program



Доронін А. В.

29 August 2025 p.

SYLLABUS OF COMPULSORY COURSE

Management

(name of academic discipline)

Fields of knowledge: 07 Management and administration

Specialty: 073 Management

Educational program: Management

Form of education:

full-time

Level of higher education:

first (bachelor's)

The syllabus has been put into effect since

September 1, 2025

Kharkiv – 2025

Developer: Likhonosova Ganna, Doctor of Economic Sciences, Prof.
(surname and initials, position, degree and title)



(signature)

The syllabus of the academic discipline was considered at the meeting
of the Department of Management and Business Administration (602)

Protocol № 1 dated August 29, 2025.

Head of the department:



Candidate economy of Science,
Assoc. Prof. Valentina Hatylo
(initials and surname)

Agreed with the representative of the education seekers:
second (master's) level higher education seeker



Kristyna Gordienko

1. General information about the teacher



Ganna Likhonosova, Doctor of Economic Sciences, Professor. Teaching experience - since 2009; teaches the following subjects at the university:

- tax administration;
- tax control of enterprises in the aerospace industry;
- accounting and analysis of foreign economic activity;
- customs management;
- enterprise reporting;
- reporting of enterprises according to IFRS;
- exchange activity and stock market;
- corporate social responsibility.

Research areas: tax incentives for socio-economic development; socio-economic levers for regulating the well-being of the population; financial justification for eliminating socio-economic exclusion; accounting and analytical tools for corporate social responsibility.

Contact information: g.likhonosova@khai.edu

2. Description of the academic discipline

Form of education	Full-time
Semester	3
Language of instruction	English
Type of discipline	Compulsory
Scope of discipline: ECTS credits/number of hours	full-time: 5 ECTS credits / 150 hours, including lectures – 32 hours; practical classes – 24 hours, independent work of applicants – 94 hours.
Types of educational activities	
Types of control	independent work
Prerequisites	
Co-requisites	Current, semester control
Post-requisites	Introduction to the specialty

3. The purpose and tasks of the educational discipline

Goal

The purpose of studying an academic discipline is assimilation by acquirers of methods of analysis of the economic state of the enterprise and implementation of effective management measures.

Task

formation of the acquirers of a system of professional knowledge and practical skills in the technical and economic substantiation of the design of control systems, organization of management activities in the modern production of automation systems.

According to the terms of the educational and professional program of the first (bachelor) level, students of education through this educational component must acquire the following *competencies*:

General:

- GC1. Ability to apply knowledge in practical situations.
- GC2. Ability to search, process and analyze information
- GC3. The ability to identify, pose and solve problems.
- GC4. Knowledge and understanding of the subject area and understanding of professional activity.
- GC5. Ability to communicate in the state language both orally and in writing
- GC7. The ability to realize one's rights and responsibilities as a member of society, to realize the values of a civil (free democratic) society and the need for its sustainable development, the rule of law, the rights and freedoms of a person and a citizen in Ukraine.

Special (professional):

- SC9. Ability to evaluate technical and economic characteristics of avionics systems and devices.
- SC10. The ability to justify the decisions made, to work effectively autonomously and as part of a team.

As a result of studying the academic discipline, the student must obtain **program results:**

- PR1. Adapt to changes in the technologies of professional activity, predict their impact on the final result.
- PR2. Autonomously acquire new knowledge in one's subject and related areas from various sources for effective solution of specialized tasks of professional activity.
- PR3. Responsibly and competently set and solve problems related to the creation of avionics devices and systems.
- PR4. To understand the state and prospects of development of the subject area.
- PR5. Organize one's own professional activity, choose optimal methods and ways of solving complex specialized tasks and practical problems in professional activity.
- PR6. Critically understand the main theories, principles, methods and concepts in professional activity.
- PR7. Freely communicate on professional issues in a foreign language orally and in writing.
- PR19. Evaluate the technical and economic characteristics of the adopted decisions to ensure the efficiency and high quality of developments.

4. Content of the academic discipline

Content module 1. Organization of economic activity of the enterprise

Topic 1. General management

- *Mandatory items and means (equipment, equipment, materials, tools): absent.*

The overall control of a limited company is maintained by the Board of Directors on behalf of the Shareholders. Identify which functions are associated with business management. Define the term business management. Briefly compare the main differences between business management and business administration. Explain under what circumstances a business owner might also be a business manager.

- *Amount of independent work of applicants:*

Elaboration of lecture material. Forming questions to the teacher.

Topic 2 organizational design and structure

- *Mandatory items and means (equipment, equipment, materials, tools): absent.*

Instructions flow from the top to the bottom of the organization through the chain of command. Distinguish between charismatic, traditional and legal types of authority. With the aid of examples, draw appropriate organization charts for each type of authority. Briefly describe Line, Functional and Staff types of Authority. With the aid of example diagrams, show how these types of authority are applied in an organization. Identify the traditional principles of organizations.

- *Amount of independent work of applicants:*

Elaboration of lecture material. Forming questions to the teacher.

Topic 3 Human resource management

- *Mandatory items and means (equipment, equipment, materials, tools): absent.*

Identify the main types of business enterprise and explain their principal features. Describe the main features of Private Limited Companies and Public Limited Companies. Explain the significance of limited liability to sole traders and partnerships.

- *Amount of independent work of applicants:*

Elaboration of lecture material. Forming questions to the teacher.

Topic 4 Quality management

- *Mandatory items and means (equipment, equipment, materials, tools): absent.*

Ordering of materials is part of the purchasing function. However, the purchasing officer and production manager work closely together so the topic is worth covering briefly here. It is important to achieve the right balance between price, quantity and sustainability of supply. There are also a number of other factors for the production manager to consider. Explain under what circumstances a motor vehicle manufacturer would adopt the following types of production

- *Amount of independent work of applicants:*

Elaboration of lecture material. Forming questions to the teacher.

Topic 5 Strategic planning

- *Mandatory items and means (equipment, equipment, materials, tools): absent.*

The role of the purchasing function is to buy everything the company needs to carry out its activities. This does not include hiring labour which is the role of the Personnel Function. The purchasing officer keeps and maintains an index of suppliers which helps with all future purchases. Before placing a purchaser on the index there will be consultations between the suppliers, purchasing officer and end user.

- *Amount of independent work of applicants:*

Elaboration of lecture material. Forming questions to the teacher.

Topic 6. Marketing management

- *Mandatory items and means (equipment, equipment, materials, tools): absent.*

Most organizations have a R&D function although this may be very small. However, this may be a department in its own right in large firms. Even in these cases the department is likely to come under the overall control of the Marketing Director or the Factory Manager. The aim of applied research and development is to produce a marketable product or service or to improve internal processes.

- *Amount of independent work of applicants:*

Elaboration of lecture material. Forming questions to the teacher. Acquaintance with the procedure for resolving disputed issues at stock exchanges.

Topic 7 Financial management

- *Mandatory items and means (equipment, equipment, materials, tools): absent.* Marketing is an important function for any business and is represented at board level by a senior director. The role of marketing is to ensure that the whole company is working together to: Produce what customers really want; Package their products and services attractively; Sell at a price that makes a profit; Bridge the gap between customers and producers – there are two types of gaps to bridge.

- *Amount of independent work of applicants:*

Elaboration of lecture material. Forming questions to the teacher.

Topic 8. Project management

- *Mandatory items and means (equipment, equipment, materials, tools): absent.*

One way of keeping sales staff in touch is through annual sales conferences. These also have the effect of generating new enthusiasm as targets for the next year are set. In some organizations these are large three day events in exotic locations and partners are encouraged to attend. The organization you work for is moving into new offices and is proposing to install up-to-date IT equipment. The Office Supervisor has asked you to identify the hardware and equipment that would be suitable for a modern office.

- *Amount of independent work of applicants:*

Elaboration of lecture material. Forming questions to the teacher.

5. Individual tasks

The training course provides for the performance of a personal individual task on the subject of the discipline. An individual task is an independent type of task preparation, related to the reflection of the applicant's detailed author's vision on a question corresponding to the course (creative task). A typical task can be given to the student according to options.

6. Teaching methods

When teaching the discipline "Management", the application of active and interactive learning methods is provided - problem-based and mini-lectures, practical classes in an active form, testing, solving situational and practical tasks, case studies, business games.

The main differences between active and interactive learning methods from traditional ones are determined not only by teaching methods and techniques, but also by the high efficiency of the educational process, which is manifested in: high motivation of students; consolidation of theoretical knowledge in practice; increasing students' self-awareness; developing the ability to make independent decisions, the ability to make collective decisions; developing the ability for social integration; acquisition of conflict resolution skills in the tax field; development of the ability to compromise.

Lectures, practical classes, independent work with educational and reference literature, independent performance of control tasks (for correspondence education), consultations. For a number of topics of the lecture material, the use of multimedia equipment is provided in the form of thematic videos, which reveal the essence of individual topics of this discipline.

Knowledge control is carried out according to the principles of the credit-modular system and consists of current, modular and final. The final control is carried out based on the tests from each content module and the results of the defense of laboratory work. Modular – based on the results of the performance of a part of the complex control task.

7. Control methods

Current oral survey, assessment of performance of practical tasks, assessment of performance and defense of control works (for correspondence form of education), final control in the form of a credit, final control in the form of a credit.

The evaluation is carried out according to the 100-point system according to the following criteria:

- 1) degree of assimilation of theoretical material, which is considered in classes, its understanding;
- 2) the degree of ability to master the competencies acquired in practical classes;
- 3) the level of studying basic, additional recommended literature, as well as modern literature on the problems of certain topics of the academic discipline;
- 4) the ability to combine theory with practice when solving tax-related issues, the ability to justify the decisions made when making recommendations regarding the directions for further

implementation of tax policy, performing calculation tasks regarding the calculation of tax amounts submitted for consideration by the audience;

5) logic, style and structure of answers to questions in the student's written work and during oral answers in the audience;

6) the student's ability to justify his position from the point of view of current tax legislation, summarize information and draw conclusions.

Writing essays, abstracts of reports at scientific conferences (seminars) is an additional part of the student's independent work on the academic discipline, the purpose of which is to deepen the theoretical knowledge acquired by students in the process of studying the discipline, the ability to apply individual, creative and professional competencies acquired in the process of education. Such a task prompts a thorough study of the normative and legal framework on taxation, special scientific publications, which consider the issues of building and reforming the tax system.

Evaluation of essays and theses of reports is based on the following criteria: independent performance; logic and detailing of the research plan; identification of unsolved scientific and practical problems; complete disclosure of the topic; availability of illustrations; reflection of practical experience; availability of specific proposals, scientific novelty; design quality.

Conducting current control works (testing, theoretical and situational tasks) takes place for each topic (sometimes topics can be combined). This makes it possible to permanently assess the level of students' knowledge of theoretical issues of the academic discipline.

Modular control is carried out in writing according to the relevant tickets. The structure of tickets includes: theoretical questions and situational tasks. To sum up the results of the students' work from the content module, a final grade is issued from the current-module control, which takes into account the marks for the practical module control and the lecture module control.

8. Evaluation criteria and distribution of points awarded to winners

Components of educational work	Points for one class (task)	Number of classes (tasks)	Total number of points
Content module 1			
Work at lectures	0	5	0
Execution of Test 1	0...25	1	0...25
Content module 2			
Work at lectures	0	5	0
Execution of Test 2	0...25	1	0...25
Essay	0...50	1	0...50
Exam	0...100	1	0...100
In just one semester			0...100

Accepted rating scale

Sum of points for all types of educational activities	Assessment for the exam, course project (work), practice
90-100	is excellent
75-89	is good
60-74	is satisfactory
01-59	is unsatisfactory with the possibility of reassembly

Semester control (examination) is conducted in the case of a student's rejection of the points of the current test and in the presence of admission to the credit. During the semester exam, a student can get a maximum of 100 points.

The exam ticket consists of:

- 1) conceptual dictation (25 p.);
- 2) addition of the logical end of the phrase (definition) (25 p.);
- 3) tests (25 tests) (25 points);
- 4) tasks / situational tasks (25 p.)

During the semester exam, the candidate can get a maximum of 100 points.

Criteria for evaluating the applicant's work during the semester

Satisfactory (60 - 74). Have a minimum of knowledge and skills. Practice and defend all topics of practical classes. Be able to independently explain the procedure for putting goods up for auction and their removal and modern concepts of pricing. Know the technology, order and conditions of stock exchange trading. Understand the signs of price volatility and types of auctions. Have knowledge of the essence and rules of stock exchange quotation and stock arbitrage. Know the main stages of organizing a trading session and the powers of a broker. To understand the features of execution of a stock exchange agreement by a broker, the rights and obligations of a broker.

Good (75 - 89). Clearly know the minimum knowledge, complete all tasks. Demonstrate the ability to perform and defend all practical works within the time limit set by the teacher with justification of the decisions and measures proposed in the works. Be able to explain the procedure for carrying out brokerage activities on international stock markets. Understand the peculiarities of the economy of brokerage activity. To master the general characteristics of exchange goods and the classification of exchange goods. Clearly navigate the features of securities as an exchange commodity. Know the components of a stock exchange agreement and their essence. Understand the differences between real exchange transactions (spot, forward, etc.).

Excellent (90 - 100). Complete knowledge of basic and additional material. Know all topics. Orientate yourself in the legislative framework. Thorough knowledge of all technologies used in stock exchange operations. Know the specifics of operations on the commodity, stock and currency exchange according to current legislation. Understand the order of formation of exchange management bodies, responsibilities of exchange divisions, their optional divisions.

9. Policy of the educational course

Missed classes are made up in accordance with the consultation schedule, upon prior agreement with the teacher. Questions related to academic integrity are considered by the teacher or according to the procedure defined in the Regulations on academic integrity of the University.

10. Methodological support and information resources

Textbooks, study guides, teaching and methodical guides, lecture notes, methodical recommendations for the preparation and design of coursework, etc., issued by the University, can be found at the following **link**:

http://library.khai.edu/catalog?clear_all_params=0&mode=KNMZ&lang=ukr&caller_mode=SearchDocForm&ext=no&theme_path=0&themes_basket=&ttp_themes_basket=&disciplinesearch=no&top_list=1&fullsearch_fld=&author_fld=%D0%A0%D0%BE%D0%BC%D0%B0%D0%BD%D0%BE%D0%B2&docname_fld=&docname_cond=beginwith&theme_context=%D0%A0%D1%96%D0%B7%D0%B0%D0%BD%D0%BD%D1%8F+%D0%BC%D0%B5%D1%82%D0%B0%D0%BB%D1%96%D0%B2&theme_cond=all theme&theme_id=0&is_ttp=0&combiningAND=0&step=20&tpage=1

- The discipline page is located at the following link:
<https://mentor.khai.edu/course/view.php?id=4200>

Recommended Books

1. Matthew R. Kratter. A Beginner's Guide to the Stock Market: Everything You Need to Start Making Money Today Paperback. 2019.
2. Rigtters G. Stock Market Investing for Beginners and Dummies. Publisher: Independently published. 2018. 68 p. ISBN-10 : 1099781280 ISBN-13: 978-1099781285.
3. Bogle John C. The Little Book of Common Sense Investing: The Only Way to Guarantee Your Fair Share of Stock Market Returns (Little Books. Big Profits) Kindle Edition. 2017. 287 p.
4. Burton G. Malkiel. A Random Walk Down Wall Street: The Time-Tested Strategy for Successful Investing Paperback. Illustrated. Publisher: W. W. Norton & Company. 2020. 480 p.
5. Siegel Jeremy. Stocks for the Long Run 5/E: The Definitive Guide to Financial Market Returns & Long-Term Investment Strategies 5th Edition. Publisher: McGraw Hill. 2017. 448 p.
6. Greenblatt Joel The Little Book That Still Beats the Market (Little Books. Big Profits 29) Kindle Edition. Publisher Wiley. 2020. 146 p.

Supporting literature

1. Çınla Akdere, Christine Baron Economics and Literature A Comparative and Interdisciplinary Approach. 2018.
2. James Burnett Business, Economics & Management Courses (Getting into series) (Getting into Course Guides) Paperback – February 1, 2009.
3. Ian MacKenzie English for Business Studies Student's Book: A Course for Business Studies and Economics Students. Cambridge University Press, 2010, 191 p.

Information resources

1. The official website of the V. I. Vernadskyi National Library of Ukraine. Access mode: <http://www.nbuy.gov.ua>
2. Russell Investments (2019). Global Market Outlook. Access mode: <http://www.russell.com/indexes/americas/indexes/default.page>
3. The official website of The World Bank Group. Access mode: <http://www.ereport.ru/articles/orgamz/wbank.htm>