

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

Department of "Management and Business Administration" (No. 602)

APPROVE  
Guarantor of the educational program  
\_\_\_\_\_  
A.V. Doronin  
(signature) (initials and surname)  
« 29 » \_\_\_\_ 08 \_\_\_\_ 2025

**SYLLABUS OF THE MANDATORY COURSE**

Innovative Management  
(name of the course)

**Field of knowledge:** D "Business, Administration and Law"  
(code and name of the field of knowledge)

**Specialty:** D3 "Management"  
(code and name of the specialty)

**Educational program:** "Management"  
(name of the educational program)

**Higher education level: first bachelor's degree)**

**Syllabus implemented from 01.09.2025**

**Kharkiv – 2025**



Developer: Calinescu T.V., d.e.s , professor \_\_\_\_\_

(surname and initials, position, academic degree and academic title)

(signature)

The syllabus of the academic discipline was considered at the meeting of the Department of Management and Business Administration (No. 602)

Protocol No. 1 of "29" August 2025

Head of the Department, c.e.s., fssociate Professor \_\_\_\_\_

academic degree and academic title) (signature)



Hatylo V.P.

(initials and last name)

Agreed with the representative of the education seekers:

Second (master's) level student



(signature)

Kristina GORDIENKO

(initials and last name)

## 1. General information about the teacher



**Full name:** Calinescu Tetyana Vasylivna

**Position:** Professor of the D Management and Business Administration Department

**Academic degree:** Doctor of Economics

**Academic title:** Professor, Honored Worker of Science and Technology of Ukraine.

**List of subjects taught:**

- Budget system;
- Tax system;
- Financial market;
- Investment.

**Areas of scientific research:** formation of effective tax regulation instruments in depressed regions, development of algorithms for moving the scope of activity of domestic enterprises and achieving stable financial and economic results. The result of this many years of work was the development of theoretical provisions and scientific and methodological principles for ensuring financial self-sufficiency and self-organization of financial viability of enterprises, reducing socio-economic and tax pressure on the population of the regions of Ukraine, through increasing the social responsibility of business, as well as modeling the country's tax policy in accordance with the level of morality of society.

**Contact information:**

[t.calinescu@khai.edu.ua](mailto:t.calinescu@khai.edu.ua)

[tetyana.calinescu@gmail.com](mailto:tetyana.calinescu@gmail.com)

## 2. Description of the academic discipline

Form of education Full	Full-time, part-time
Semester Four	Four
Language of instruction:	English
Type of discipline	Compulsory
Course volume: ECTS credits/number of hours	Full-time: 5.5 ECTS credits / 165 hours (56 classroom hours, of which: lectures – 32, practical – 24; IWA– 109); Part-time: 5.5 ECTS credits / 165 hours (14 classroom hours, of which: lectures – 8, practical – 6; IWA– 109).
Types of educational activities	Lectures, practical (seminar) and independent work
Types of control	Current control, module control, semester control - exam
Prerequisites	Business Economics, Dynamic Leadership, Management, Communicative Management, Statistics, Finance, Organizational Theory, Micro-Macroeconomics
Requisites	Logistics, Management, Project Management Fundamentals
Post-requisites	Management decision-making, Operations management, Business analytics, Enterprise competitiveness management

### **3. The purpose and objectives of the academic discipline, lists of competencies and expected learning outcomes**

**Goal:** formation of a knowledge system on innovation management, determination of the strategy and tactics of innovation support for business entities.

**Objectives:**

to help students deeply master the theory and practice of innovation management;

to master the strategy and tactics of innovative support for business entities;

to find optimal innovative solutions.

**Competencies acquired:**

**Integral competence:** The ability to solve complex specialized tasks and practical problems that are characterized by complexity and uncertainty in the field of management, in particular in the aerospace industry in Ukraine (aviation, astronautics, mechanical engineering, information technologies), as well as in related fields or in the process of learning that involves the application of theories and methods of social and behavioral sciences.

**General Competencies (GC)**

After completing this program, the student will be able to:

- ability to apply knowledge in practical situations;
- knowledge and understanding of the subject area and understanding of professional activity;
- skills in using information and communication technologies;
- the ability to make decisions and act in accordance with the principle of non-acceptance of corruption and any other manifestations of dishonesty.

**Specific Competencies (SC)**

After completing this program, the student will be able to:

- the ability to analyze the results of the organization's activities, compare them with the factors influencing the external and internal environment;

- the ability to understand the economic foundations of the organization's functioning, determine the needs and directions for the rational use of the organization's resources;

- the ability to formalize enterprise management processes and automate them using modern specialized software products.

**Program learning results (PR):**

- demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership;

- demonstrate skills in identifying problems and justifying management decisions;

- demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions;

- demonstrate organizational design skills;

- apply management methods to ensure the effectiveness of the organization's activities;

- demonstrate skills in analyzing the situation and communicating in various areas of the organization's activities;

- practice the use of modern information and communication technologies in enterprise management;

- demonstrate skills in compiling master and reporting documentation to ensure the management activities of the enterprise.

## **4. Course content**

### **Module 1.**

#### **Content module 1. Organizational forms of innovation management.**

##### **Topic 1. Essence and basic concepts of innovation management**

Innovation management: essence, goals, objectives, principles. Essence of the concept of "innovation". Classification of innovations. Innovation as a source of economic growth.

*Practical lesson:* "The essence of innovation management".

*Independent work of the student:* Studying the lecture material. Formulating questions for the teacher.

##### **Topic 2. Theoretical foundations of innovative development management**

Theories of cyclicity - a prerequisite for the emergence of innovative theories. Innovative theories of economic development. Evolutionary and institutional theories of economic development. Theories of knowledge management - the basis of innovative development.

*Practical lesson:* "Theoretical foundations of innovative development management."

*Independent work of the student:* Studying the lecture material. Formulating questions for the teacher.

##### **Topic 3. Subjects of innovation management**

Functions of subjects of innovation management: traditional and innovative. Infrastructure of innovation activity. Motivation of personnel for innovation activity.

*Practical classes:* "Subjects of innovation management".

*Independent work of the student:* Studying the lecture material. Formulating questions for the teacher. Adapting knowledge regarding staff motivation for innovative activities.

#### **Topic 4. State regulation of innovation activity**

The role of the state in ensuring innovation processes. Methods of state influence on the efficiency of innovation processes. Methods of state support of innovation activity. National innovation system.

*Practical classes:* "State regulation of innovation activity"

*Independent work of the student:* Studying lecture material. Formulating questions for the teacher. Adapting knowledge about methods of state support for innovative activity.

#### **Topic 5. Organizational forms of innovative activity**

Organization of the implementation of scientific innovations. Small innovative business, life cycle and development trends. Large-scale innovative business. Innovative venture funds. Regional scientific and technical centers. Innovative essence of technopark structures and principles of their creation. Technopolis as an economic means of implementing innovations.

*Practical classes:* "Organizational forms of innovative activity".

*Independent work of the student:* Studying the lecture material. Formulating questions for the teacher. Adapting knowledge about forms of innovative activity.

#### **Topic 6. Financing of innovative processes**

Types and sources of financing of innovative activities, the system of state financing and stimulation of R&D (Scientific research and development work) in the leading countries of the world. The place of venture capital in the innovative development of an enterprise. Financing of innovative projects. Features of leasing financing of innovative projects.

*Practical classes:* "Financing of innovation processes".

*Independent work of the student:* Studying the lecture material. Formulating questions for the teacher. Adapting knowledge on financing of innovation processes.



## **Topic 7. Strategic management of innovative development of an organization**

Strategic management of innovations. Main types of innovation strategies. Features of development, implementation and implementation of the strategy. Innovations. Strategic map. Balanced scorecard. Innovative potential as the basis of strategic innovative development

*Practical lesson:* "Strategic management of innovative development of an organization".

*Independent work of the student:* Studying the lecture material. Formulating questions for the teacher. Adapting knowledge on strategic management of innovative development of an organization.

## **Topic 8. Planning of innovative activities**

Product-thematic planning of innovative activities. Technical and economic planning of innovative activities. Operational and calendar planning of innovations.

*Practical lesson:* "Planning of innovative activities".

*Independent work of the student:* Studying lecture material. Formulating questions for the teacher. Adapting knowledge on planning innovative activities.

## **Module control 1**

Preparation for module control.

## **Content module 2. Evaluating the effectiveness of innovative activities**

## **Topic 9. Patent and licensing activities of an innovative organization**

Organizational structure of the patent system of Ukraine. Legal basis of the national patent system. Practical aspects of intellectual property protection.

*Practical lesson:* "Patent and licensing activities of an innovative organization."

*Independent work of the student:* Studying lecture material. Formulating questions for the teacher. Adapting knowledge on practical aspects of intellectual property protection.

### **Topic 10. Transfer of innovative technologies**

Content and role of technology transfer in the activities of the enterprise. Types of interorganizational technology transfer. Technology transfer models.

*Practical lesson:* "Transfer of innovative technologies".

*Independent work of the student:* Studying the lecture material. Formulating questions for the teacher. Adapting knowledge on the use of transfer of innovative technologies.

### **Topic 11. Personnel management in innovative organizations**

Features of personnel management in innovative activities. Methods of assessing the business qualities of a manager. Personnel motivation in the process of innovative activities.

*Practical classes:* "Personnel management in innovative organizations".

*Independent work of the student:* Studying lecture material. Formulating questions for the teacher. Adapting knowledge about the features of personnel management in innovation activities.

### **Topic 12. Innovation quality management**

Innovation quality management system. R&D (Scientific research and development work) quality assessment indicators. Ensuring the quality of an innovation project.

*Practical lesson:* "Innovation quality management".

*Independent work of the student:* Studying lecture material. Formulating questions for the teacher. Adapting knowledge on innovation quality management.

### **Topic 13. Risk management of innovative activities**

Fundamentals of the theory of project risk management. Risk classification. Methods of uncertainty and risk analysis. Risk management methods.

*Practical classes:* "Risk management of innovative activities".

*Independent work of the student:* Studying the lecture material. Formulating questions for the teacher. Adapting knowledge on risk management of innovative activities.

### **Topic 14. Evaluating the effectiveness of innovative activities**

Efficiency of innovation activity. Justification of the economic efficiency of an innovation project. Main indicators of economic efficiency of innovation projects. Methods of evaluating innovation projects. Taking into account project risks in assessing the efficiency of innovation projects. Evaluating the effectiveness of creating and commercializing a new product.

*Practical classes:* "Evaluating the effectiveness of innovative activity."

*Independent work of the student:* Studying lecture material. Formulating questions for the teacher. Adapting knowledge on assessing the effectiveness of innovative activity.

### **Topic 15. Motivation and control of innovative activity**

Motivation of subjects of the innovation process. Methods of stimulating the creative activity of personnel. The essence, types and main tasks of control over innovative activity. Directions of control of innovative activity.

*Practical classes:* "Motivation and control of innovative activity".

*Independent work of the student:* Studying the lecture material. Formulating questions for the teacher. Adapting knowledge on the motivation and control of innovative activity

### **Topic 16. System of stimulating innovative activity at the enterprise.**

The concept of motivation of innovative activity at the enterprise. Methods of stimulating the creative activity of personnel.

*Practical classes:* "System of stimulating innovative activity at the enterprise".

*Independent work of the student:* Studying the lecture material. Formulating questions for the teacher. Adapting knowledge on methods of stimulating the creative activity of personnel.

## **Modular control 2**

Preparation for modular control.

## **5. Individual tasks**

Provided by the curriculum for performing calculation work

## **6. Teaching methods**

Verbal, visual, practical.

## **7. Control methods**

Current control (theoretical survey and solving practical problems), modular control (testing by course sections) and final (semester) control (exam).

## **8. Evaluation criteria and distribution of points received by applicants**

Components of educational work	Points for one lesson (task)	Number of lessons (tasks)	Total points
Content module 1			
Activity during classroom work	0...1	8	0...8 (maximum number of points for this indicator)
Completing tasks during practical classes	0...4	6	0...24
Modular control	0...13	1	0...13
Content module 2			
Activity during classroom work	0...1	8	0...8 (maximum number

			of points for this indicator)
Completing tasks during practical classes	0...4	6	0...24
Modular control	0...13	1	0...13
Calculation work			10
For the semester			<b>0...100</b>

Semester control (exam) is conducted in case the student refuses the final control points and has admission to the exam. When taking the semester exam, the student has the opportunity to receive a maximum of 100 points.

The exam ticket is composed in the form of tests. Each type of testing consists of 5 closed-ended questions (for a correct answer to one question, the applicant receives 5 points), 15 open-ended questions (the maximum number of points for an answer to one question is 4) and one practical task, the correct solution of which is estimated at 25 points.

When taking the semester exam, the applicant has the opportunity to receive a maximum of 100 points.

#### **Accepted rating scale**

Total points for all types of learning activities	Grade for exam, course project (work), practice
90-100	Excellent
75-89	good
60-74	satisfactory
01-59	unsatisfactory with the possibility of reassembly

#### **Criteria for evaluating the applicant's work during the semester**

Satisfactory (60-74) - have a minimum of knowledge and skills to ensure program learning outcomes. Complete all practical classes.

Good (75-89) – know the main topics of the discipline. Know the features of innovation management and be able to manage and evaluate the effectiveness of innovation activities. Complete all practical classes.

Excellent (90-100) – have knowledge that will allow you to independently, freely and reasonably answer any questions regarding the specifics of motivation, stimulation and risk management of innovative activities. Complete all practical classes.

## 9. Course Policy

**Class Attendance. Absence Policy.** The interactive nature of the course requires mandatory attendance at practical classes. Students who, due to certain circumstances, cannot attend practical classes regularly must agree with the teacher within a week on a schedule for individual work-through of missed classes. Individual missed classes must be worked out at the nearest consultation within a week of their absence. Lessons are made up orally in the form of an interview on the questions specified in the lesson plan. In some cases, written make-up of missed lessons is allowed by completing an individual written assignment.

**Compliance with the requirements of academic integrity by students while studying the academic discipline.** While studying the academic discipline, students must adhere to generally accepted moral and ethical norms and rules of conduct, the requirements of academic integrity stipulated by the Regulations on Academic Integrity University "Kharkiv Aviation Institute" (<https://khai.edu/assets/files/polozhennya/polozhennya-pro-akademichnu-dobrochesnist.pdf>). It is expected that the works of the students will be their original research or reflections. Failure to cite sources, fabrication of sources, plagiarism, and interference with the work of other students are, but are not limited to, examples of possible academic dishonesty. Identifying signs of academic dishonesty in a student's written work is grounds for the instructor to reject it, regardless of the extent of plagiarism or deception.

**Conflict resolution.** The order and procedures for resolving conflicts related to corrupt actions, conflicts of interest, various forms of discrimination, sexual harassment, interpersonal relationships and other situations that may arise during training, as well as the rules of ethical behavior, are regulated Code of Ethical Conduct at the National

Aerospace University "Kharkiv Aviation Institute"  
(<https://khai.edu.ua/university/normativna-baza/ustanovchi-dokumenti/kodeks-etichnoi-povedinki/>).

## 10. Methodological support and information resources

Textbooks, study guides, teaching and methodological guides, lecture notes, methodological recommendations for conducting laboratory work, etc., published by the University, are available 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](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=4821>

## 11. Recommended reading

### Basic

1. About copyright and related rights: Law of Ukraine dated 23.12.1993 No. 3792-XII as amended. URL: <https://zakon.rada.gov.ua/laws/show/3792-12>
2. About state support for investment projects for the creation and development of new production: Law of Ukraine dated 17.12.2020 No. 1116-IX. URL: <https://zakon.rada.gov.ua/laws/show/1116-20#Text>
3. About investment activities: Law of Ukraine dated 18.09.1991 No. 15-61-XII, as amended. URL: <https://zakon.rada.gov.ua/laws/show/1560-12#Text>
4. About innovation activity: Law of Ukraine dated 31.03.2023 No. 2849-IX. URL: <https://zakon.rada.gov.ua/laws/show/40-15#Text>
5. About scientific, technical and innovation activity: Law of Ukraine dated 26.11.2015 No. 848-VIII as amended. URL: <https://zakon.rada.gov.ua/laws/show/848-19#Text>

6. About scientific and scientific-technical activities: Law of Ukraine dated 26.11.2015 No. 848-VIII as amended. URL: <https://zakon.rada.gov.ua/laws/show/848-19#Text>

7. About scientific and scientific-technical expertise: Law of Ukraine dated 10.02.1995 No. 51/95-BP as amended. URL: <https://zakon.rada.gov.ua/laws/show/51/95-%D0%B2%D1%80#Text>

8. About priority areas of innovation activity in Ukraine: Law of Ukraine dated 08.09.2011 No. 3534-IX as amended. URL: <https://zakon.rada.gov.ua/laws/show/433-15#>

9. About a special regime of innovation activity of technological parks: Law of Ukraine dated 16.07.1999 No. 991-XIV. URL: <https://zakon.rada.gov.ua/laws/show/991-14#Text>

10. About the issue of creating technoparks and other types of innovative structures: Order of the President of Ukraine dated 01/23/1996 No. 17/96-rp. URL: <https://zakon.rada.gov.ua/cgi-bin/laws/main.cgi?nreg=17%2F96-%F0%EF#Text>

### **Auxiliary**

1. Aleynikova O.V., Prytula N.M. Innovation and investment management. Textbook. — Kyiv: State Higher Educational Institution "University of Education Management", 2016. — 614 p.

2. Brych V.Ya., Korman V.N. Creative management: textbook. Ternopil: TNEU, 2018. 220 p.

3. Bunyak N.M. Innovative management: methodological guidelines for practical classes. Lutsk: Lesya Ukrainka Volyn National University. 2022. 108 p.

4. Gorbovy A. Yu., Lipych L. G., Stepanyuk O. M., Pogorelovska I. D., Bunyak N. M., Khilukha O. A. Innovation management: a textbook. 2nd ed. revised and supplemented. Irpin: University of the State Fiscal Service of Ukraine, 2018. 223 p.

5. Gutorov O. I., Mykhaylova L. I., Sharko I. O., Turchina S. G., Kyrychok O. V. Innovation management: a textbook. 2nd ed., supplemented. Kharkiv: "Disa plus", 2016. 266 p.

6. Danylenko L. I. Innovative Management: Course of Lectures for the Degree of Master in Specialty 281 – Public Management and Administration, Educational Program “Parliamentarism and Parliamentary Activity”. Kyiv: Educational and Scientific Institute of Public Administration and Civil Service., 2024. 66 p.

7. Innovation Management: Lecture Notes [Electronic resource]: a teaching aid for students of specialty 113 "Applied Mathematics" of the educational and professional program "Data Science and Mathematical Modeling" / Igor Sikorsky Kyiv Polytechnic Institute; compilers: S.O. Perminova, T.V. Lazorenko. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute. 2021. 125 p.



8. Innovation management: a textbook / L.I. Mikhailova, O.I. Gutorov, S.G. Turchina, I.O. Sharko. – Ed. 2nd, supplemented – Kyiv: Center for Educational Literature, 2015. – 234 p.

9. Kopytko M. I., Blaga N. V. Innovation and investment management: a textbook in diagrams and tables. Ed. 2nd, supplemented and revised. Lviv: Lviv State University of Internal Affairs, 2022. 296 p.

10. Chukhrai N. I., Lisovska L. S. Innovation management: a textbook. Lviv: Lviv Polytechnic Publishing House, 2015. 254 p.

## **12. Information resources**

1. Ministry of Economic Development and Trade of Ukraine. URL: <http://www.me.gov.ua/?lang=uk-UA>.

2. State Statistics Service of Ukraine. URL: <http://www.ukrstat.gov.ua/>.

3. Cabinet of Ministers of Ukraine. URL: <http://www.kmu.gov.ua/>.

4. National Library named after V.I. Vernadsky. URL: <http://www.nbuv.gov.ua/>.

5. Razumkov Center. URL: [http://razumkov.org.ua/ukr/pro\\_centra.php](http://razumkov.org.ua/ukr/pro_centra.php)

6. State Fund for Basic Research. URL: <http://www.dffd.gov.ua>

7. Intellectual Property: Scientific-Practical Journal URL: <http://www.intelvlras.com.ua>

8. Intellectus: Web Journal. URL: <http://www.patent.net.ua/intellectus/ua.html>