



# SYLLABUS OF THE ACADEMIC DISCIPLINE



## CORPORATE MANAGEMENT (ID: 5054)

Code and name of specialty	073 «Management»	Faculty	Economics and Management
Name of the educational and professional program	«Management» of the second level of higher education branch of knowledge 07 «Management and administration»	Department	Management and administration

### Lecturer



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<https://kaf-ma.tntu.edu.ua/personal-kafedry>

<https://library.tntu.edu.ua/personaliji/a/s/sorokivska-olena-anatolijivna/>

<https://scholar.google.com/citations?user=umncW7UAAAAJ&hl=uk>

Consultations: according to the consultation schedule.

**Completed an internship on the subject \*:**

- 1) "Academic Integrity in the Training of Master's and Doctor of Philosophy in the European Union and Ukraine" (Kyiv, 2022).
- 2) Computer technologies in the organization of the educational process and distance learning (Ternopil, 2020).
- 3) Ukraine-EU cooperation tools for local and regional development (Kyiv, 2019).

\* internship materials were used in compiling the content of the discipline

### General information about the discipline

Course goal	The acquisition of specialized knowledge in the field of corporate governance, mastering theoretical provisions and mastering the necessary practical skills that allow students to master institutional and information tools to ensure the functioning of the corporate management system.
Course format	The course involves lectures, practical work and consultations for a better understanding of the material and is accompanied by an electronic training course of the A-Tutor system, has a structure, content, tasks and an evaluation system.
Graduates' competencies according to the EP	<b>IC.</b> Ability in solving complex tasks and problems characterized by complex and uncertain conditions and requirements in the field of management or in the study process involving some research and/or innovations carrying out. <b>GC1.</b> Be able to conduct research at

	appropriate level. <b>GC3.</b> Be able to apply information and communication technologies. <b>GC6.</b> Be able to generate new ideas (creativity). <b>SC1.</b> Be able to choose and apply conceptions, methods and tools of management, including those ones required for the specified objectives and international standards. <b>SC2.</b> Be able to determine values, perspectives, mission, goals and criteria aimed at to develop further directions of development, develop and implement appropriate strategies and plans. <b>SC4.</b> Ability of efficient use and development of company's resources. <b>SC5.</b> Be able to create and develop efficient communications in management. <b>SC9.</b> Ability in analyzing and structuralizing the problems of an organization, make reasonable managerial decisions, provide their implementation. <b>SC10.</b> Be able to manage and develop a company.
<b>Program learning outcomes according to the EP</b>	<b>PLO2.</b> Identify problems in the company and substantiate methods of their solving. <b>PLO3.</b> Design company's efficient management systems. <b>PLO9.</b> Be able to speak and write state and a foreign language in professional and scientific circles. <b>PLO13.</b> Be able to plan and to provide information, methodical, material, financial and staff support of the company (subdivision).
<b>Scope of the course</b>	Number of ECTS credits -4; lectures–28 hours; practical classes – 14 hours; self-study – 78 hours.
<b>Signs of the course</b>	Academic year – 1; semester – 1; obligatory; number of modules – 2.
<b>Form of control</b>	Exam, term paper.
<b>Prerequisites</b>	The effectiveness of mastering the content of the discipline "Corporate Management" will be significantly increased if the student has previously mastered the material of the following disciplines: "Fundamentals of management", "Self-management", "Communicative management", "Financial management".
<b>Hardware and software</b>	Optoma X400Lve multimedia projector, HP 250 GB laptop, screen for multimedia presentations. Personal computers – ARTLINE HOME Intel 4-Core i3-10100 3.6- 4.3Ghz/IntelHD/8GbDDR4- 2666 SODIMM/240GBSSD/JWH410/ G40 23.8" H410/90W/Box/ 23.8" Full HD 1920*1080/IPS/Wi- Fi 802.11ac+BT4.0- 10 pcs., package of application programs (MS Word 2010, MS Excel 2010, MS Project 2010).

Structure of the course					
Hours (lectures/ practical classes)	Topic and contents in brief	Learning outcomes	Diagnostic tools	S e l f - s t u d y	Name of works
2/1	<b>Topic 1: Subject and system of the course "Corporate management"</b> The essence of corporate governance. Basic models and aspects of the development of corporate relations in Ukraine. Peculiarities of the Ukrainian corporate governance system.	<b>Know:</b> the essence of the concepts "corporate management" and "corporation", characteristic features of corporate management and its key goals, and the main aspects of the development of corporate relations in Ukraine. <b>Be able to:</b> determine the legislative features of the activities of corporations in Ukraine, use the advantages of the corporate structure of a private enterprise, collective ownership of managers, concentrated external ownership, and dispersed ownership.	Surveys, conducting discussions, passing test tasks on the topic.		Elaboration of the listened lecture material
4/2	<b>Topic 2: International standards of corporate governance</b> Prerequisites for the formation of corporate governance international standards. Principles of the Organization for Economic Cooperation and Development corporate management. Principles of the European Bank for Reconstruction and Development corporate governance. Principles of the Confederation of European Shareholders' Association's corporate control.	<b>Know:</b> the main types of participants in corporate relations, their powers, functions, and purpose of the activity, critical aspects of the principles of the Organization for Economic Cooperation and Development corporate governance, the European Bank for Reconstruction and Development, and the Confederation of European Shareholders' Associations. <b>Be able to:</b> implement the basic postulates of corporate governance in the activities of modern corporations.	Surveys, conducting discussions, passing test tasks on the topic.		Processing of topic's individual questions, which are not presented in the lecture
2/1	<b>Topic 3. Business partnerships as an organizational and legal form of corporate relations</b> The concept and legal features of a business partnership. Types of business associations. The concept of the organizational and legal form of a business partnership. The procedure for	<b>Know:</b> the essence of the "business partnership" concept, the main reasons for the creation of business partnerships in Ukraine, the characteristic features of a partnership as a legal entity, and the types of business partnerships. <b>Be able to:</b> determine the legal status of the company members, the order of their movement, and the main stages of the formation, functioning, reorganization, and liquidation of the business company.	Surveys, conducting discussions, presenting prepared presentations, passing tests on the topic.		Carrying out an individual task: preparing a presentation

	creating business associations. Constituent documents of the business association.			Self-study	Elaboration of the listened lecture material
2/1	<b>Topic 4: Corporate securities</b> Prerequisites for issuing corporate securities. Defining the concept of shares and evaluating their value. Other types of corporate securities. Derivative securities. The corporate securities market and its participants.	<b>Know:</b> the economic essence of corporate securities, the main types of corporate development financial instruments, principles of corporate capital formation involving shares, bonds, investment certificates, promissory notes, and peculiarities of the corporate securities market functioning. <b>Be able to:</b> identify internal and external sources of financing corporate activities, and attract securities as a source of investment resources at the level of corporations.	Surveys, conducting discussions, solving practical problems, passing tests on the topic.		Preparation for testing in module 1 (topics 1-5)
4/2	<b>Topic 5: Management bodies of joint stock companies</b> Requirements for effective management of a joint-stock company. The structure of the corporation's management bodies. The general meeting of shareholders is the highest governing body of a joint-stock company. Areas of the supervisory board's competence. Competence of the executive body. Principles of audit commission activity.	<b>Know:</b> peculiarities of the effective corporate management system organization, the procedure for formation, functions, and powers of the joint-stock company's management bodies. <b>Be able to:</b> organize the process of convening a general meeting of shareholders, draw up the minutes of the joint-stock company board's meeting, form a letter on behalf of the shareholder with a request to convene an extraordinary meeting and notice of its holding.	Surveys, conducting discussions, solving practical problems, passing tests on the topic.		Processing of topic's individual questions, which are not presented in the lecture
2/1	<b>Topic 6: Models of corporate governance</b> The main features and elements that distinguish corporate governance models. Outsider and insider systems of corporate management. English and American model of corporate governance. The Japanese model of corporate management. The German model of corporate governance. Ukrainian model of corporate management.	<b>Know:</b> the main features of English, American, Japanese and German models of corporate governance, elements of an outsider and insider corporate governance systems. <b>Be able to:</b> apply the advantages of the models to form an optimal corporate management system for Ukrainian business structures.	Surveys, conducting discussions, solving practical problems, passing tests on the topic.		

2/1	<b>Topic 7: Corporate organizational structure</b> Criteria of an effective corporate structure formation. Signs of corporate organizational structures classification. The main types of corporate organizational structures. The principles of building an effective corporate organizational structure.	<b>Know:</b> the concepts of "corporate organizational structure" and "optimal organizational structure", the main types of organizational relationships in the corporate governance system, the differences between flat and hierarchical organizational structures, and the main types of corporate organizational structures in Ukraine and abroad. <b>Be able to:</b> determine the criteria for building and functioning of an effective corporate organizational structure, and build the most rational organizational structure, based on the purpose, external and internal conditions of the corporate activity.	Surveys, conducting discussions, solving practical problems, passing tests on the topic.	Self-study	Elaboration of the listened lecture material
4/2	<b>Topic 8: Corporate culture</b> The essence of the corporate culture. System of the corporate culture. Levels of the corporate culture. Quality structure of corporate culture.	<b>Know:</b> the concept of "corporate culture", psychological features of the manager's activity, and the main methods of changing the corporate culture. <b>Be able to:</b> determine the characteristic features of the external, basic and internal levels of corporate culture, form a model of the corporate culture at the level of the organization, and identify key indicators of the quality of the corporate culture of the enterprise.	Surveys, conducting discussions, solving practical problems, passing tests on the topic.	Self-study	Processing of topic's individual questions, which are not presented in the lecture
2/1	<b>Topic 9. Management of state corporate rights</b> Definition of state corporate rights. Sources of their origin. Creation of public joint-stock companies in corporatization and privatization processes. Peculiarities of their legal status. Management of state corporate rights. State dividend policy. Assessment of state corporate rights.	<b>Know:</b> the concept of "state corporate rights", "state joint-stock company", subjects and objects of the Ukrainian property market, legal features of the state corporate rights implementation, and levels of the state corporate rights management bodies' system. <b>Be able to:</b> apply the State Corporate Rights Assessment Methodology elements to determine the value of state corporate rights.	Surveys, conducting discussions, considering cases, passing tests on the topic, presenting presentations.		Carrying out an individual task: preparing a presentation
4/2	<b>Topic 10. Information in the corporate management system</b> Definition and characteristics of	<b>Know:</b> the essence of "management information", signs of its classification, organizational features, and technology of corporate management.	Surveys, conducting discussions,		Preparation for testing in module 2 (topics 6-10)

	management information. External and internal information sources. Corporate information environment. Disclosure and protection of information.	<b>Be able to:</b> apply management information for decision-making at the corporate level, analyze and visualize information resources.	considering cases, passing tests on the topic.	
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Term Paper	
The purpose of the term paper	<b>The purpose</b> of the term paper in the discipline "Corporate Management" is to systematize, consolidate and expand theoretical knowledge, their application to solve a specific practical task in accordance with the requirements for the formation of competencies in the "Management" specialty.
Tasks of the term paper	Systematization, distribution, consolidation and deepening of theoretical knowledge and practical skills acquired by master's students during the study of a general economic and specialized management disciplines complex in the context of solving certain practical tasks; development of skills in the use of reference, special and normative literature; formulation of a specific applied problem that has not found sufficient coverage in the scientific literature and has not been solved in practice; formation of independent decision-making skills, logical thinking; independent substantiation of the ways and means of solving the specified problem; establishment of internal and external connections between phenomena and processes that are essential for solving a specific practical task; formation of conclusions, recommendations and proposals based on the results of the conducted research.
Structure of the term paper	Title paper; coursework assignments; annotation; content; a list of conventional designations; introduction; main part; conclusions; references; applications.
Scope of the term paper	The recommended volume is 35-45 pages.
Stages of implementation	Selection and approval of the term paper topic; critical analysis of the legal framework, special literature on the problems under consideration, search for additional sources of information; drawing up a term paper's plan; generalization and analysis of accumulated material, data processing, substantiation of proposals; writing the text and designing the term paper; defense of the term paper according to the established schedule.
Assessment the term paper	Term paper content – 75 points, Term paper defense – 25 points.
Form of control	The defense of the term paper involves: - a concise report (5 min.) of the master's student, in which it is necessary to separate the goal, object, subject of the research and briefly highlight the content of the obtained research results. Emphasize conclusions and recommendations. It is desirable that the student's report during the defense is accompanied by a presentation of the results prepared using Microsoft PowerPoint; - an interview and answers to the questions of the scientific director and members of the commission. Coursework and its defense are evaluated in accordance with the requirements of the credit-module system.
Hardware and software	Optoma X400Lve multimedia projector, HP 250 GB laptop, screen for multimedia presentations. Personal computers – ARTLINE HOME Intel 4-Core i3-10100 3.6- 4.3Ghz/IntelHD/8GbDDR4- 2666 SODIMM/240GBSSD/JWH410/ G40 23.8"H410/90W/Box/ 23.8"FullH D 1920*1080/IPS/Wi- Fi 802.11ac+BT4.0- 10 pcs., package of application programs (MS Word 2010, MS Excel 2010, MS Project 2010).



## References

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4. G. N. Bajpai. The Essential Book of Corporate Governance. SAGE, 2016. 364 pages.
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6. Ross S. Fundamentals of Corporate Finance. Chicago: Irwin, 2020. 720 p.
7. John L. Colley, Wallace Stettinius, Jacqueline L. Doyle and George Logan. What Is Corporate Governance? McGraw-Hill Education, 2004. 89 pages.
8. Thomas Clarke. International Corporate Governance. Routledge, 2017. 712 pages.
9. Jill Solomon. Corporate Governance and Accountability. Wiley, 2020. 256 pages.
10. Law of Ukraine "On Limited and Additional Liability Companies". Information of the Verkhovna Rada of Ukraine. 2018. No. 13. with. 69.
11. Law of Ukraine "On Joint Stock Companies". Information of the Verkhovna Rada of Ukraine. 2008. No. 50-51. with. 384.

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4. Ram Charan. Boards That Deliver: Advancing Corporate Governance From Compliance to Competitive Advantage. Jossey-Bass; 1st edition, 2005. 224 pages.
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7. Catherine Turner. Corporate Governance: A practical guide for accountants. CIMA Publishing; 1st edition, 2009. 196 pages.
8. Comparative Corporate Governance / Edited by Afra Afsharipour and Martin Gelter. Routledge, 2021. 544 pages.
9. Arindam Das. Corporate Governance in India. Routledge, 2021. 148 pages.
10. Hermalin B. Lectures on Corporate Governance. Great Britain: Science, 2018. 85 p.

## Course policies

### Control policy

The following assessment tools and methods of demonstrating learning outcomes are used: current questionnaires; tests; individual assignments and presentations; assessment of individual papers' results; talks and discussions on problematic issues; personal consultations; exam tests. Rector's control is also possible.

### Consulting policy

Semester consultations are conducted according to the schedule approved by the Management and Administration Department at the beginning of the semester.

<b>Retaking exam policy</b>	A student has the right to retake a module in order to increase his/her rating. It usually takes place within a week after the scheduled module control taking. An exam retaking must be agreed with the study schedule.
<b>Academic honesty policy</b>	Cheating during tests and exams is strictly forbidden (including mobile devices use). Mobile devices are allowed to be used only in online testing – under distance study conditions.
<b>Attendance policy</b>	The classes attendance is an obligatory component of the educational process. Taking into account some important circumstances (i.e., serious illness, special needs, business trips, family problems, participation in academic mobility programs, etc.), a student can be trained according to an individual timetable approved by the lecturer and the Dean's office.

## Assessment System

D i s t r i b u t i o n o f p o i n t s f o r e v a l u a t i n g t h e s	Total points for all types of educational activities	Rating ECTS	Rating according to the national scale	S c o r i n g	Module 1			Module 2			Final term mark		Total on discipline	Term paper	
	90-100	A	excellent		Classroom work and self-study			Classroom work and self-study							
	82-89	B	good		Theoretical classes (tests)	Practical classes		Theoretical classes (tests)	Practical classes						
	75-81	C	good		20	18		20	17		Th e o r e t i c a l  c o u r s e	10	100	100	
	67-74	D	satisfactory		Lectures №1-7	Pract. Work №1	4	Lectures №8-14	Pract. Work №5	5				Term paper content	
	60-66	E	satisfactory			Pract. Work №2	4		Pract. Work №6	6					75
	35-59	FX	unsatisfactory with the possibility of reexamination			Pract. Work №3	5		Pract. Work №7	6					
	1-34	F	unsatisfactory with compulsory studying of discipline		Pract. Work №4	5									



t u d e n t , s s u c c e s s																	
The syllabus was reviewed and approved at the meeting of department management and administration, minutes of «29» august 2022 № 1																	