

**PJSC 'Higher Educational Institution
'Interregional Academy of Personnel Management''**



МАУП

**SYLLABUS OF THE ACADEMIC DISCIPLINE
'DEVELOPMENT AND ADOPTION OF MANAGEMENT DECISIONS'**

Speciality: D3 Management
Educational level: first (bachelor's) level
Study programme: Management

General information about the academic discipline

Name of the academic course	“Development and adoption of management decisions”
Code and name of the speciality	D3 ‘Management’
Level of higher education	first (bachelor’s) level of Higher Education
Status of the discipline	Optional
Number of credits and hours	3 credits / 90 hours Lectures: 20 Seminar classes: 14 Independent work of students: 56
Terms of study of the discipline	semester
Language of instruction	Ukrainian
Type of final assessment	Credit
Page of the discipline on the website	https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacij-a-menedzhment-2026

General information about the lecturer. Contact information

Name, surname	
Scientific degree	
Academic title	
Position	
Disciplines taught by NPP	
Areas of scientific research	
Links to identifier registers for scientists	https://scholar.google.com/citations?user=Vdvg5GgAAAAJ&hl=ru https://orcid.org/0000-0002-1651-9750
Contact information of the lecturer :	
E-mail:	
Contact phone number	
The teacher's portfolio on the website of the department /Institute /Academy	

Course Annotation. The course «Development and management decision-making» is aimed at forming a systematic understanding of decision-making processes in business and management structures among education seekers. The discipline combines theoretical knowledge of management models and methods with practical skills in information analysis, evaluation of alternatives and selection of optimal solutions in various organizational and economic conditions.

Within the course, the main stages of the management decision-making process, methods of quantitative and qualitative analysis, tools of strategic and tactical management, scenario modeling and risk assessment are considered. Considerable attention is paid to practical cases, group discussions, role-playing games and business simulations that allow you to practice informed decision-making skills in difficult and dynamic conditions.

The course promotes the development of analytical thinking, critical evaluation of information, management competence and the ability to make effective decisions, which are key to the professional activity of future managers and managers.

Subject of the Course. The subject of the course «Development and management decision-making» are processes, methods and tools of analysis, formation, evaluation and selection of management decisions in organizations in order to achieve strategic and operational goals, increase management efficiency and minimize risks in the business environment.

Course Aim. The aim of the discipline is to acquaint students with the basic concepts of modern decision-making theory, basic decision-making models, which are used to analyze the results of economic decision-making, conditions, factors and consequences of economic decision-making.

Course Objectives of the course «Development and management decision-making»:

- to form knowledge of the essence, principles and stages of the management decision-making process among education seekers;
- teach how to use methods and tools of information analysis to justify decisions;
- develop skills in evaluating alternatives, predicting consequences and choosing optimal management decisions;
- form the ability to model scenarios and manage risks in the decision-making process;
- teach how to apply quantitative and qualitative methods of supporting management decisions;
- develop critical thinking and analytical competencies in solving complex management problems;
- promote the formation of team skills and effective interaction in collective decision-making;
- increase readiness to make responsible and strategically justified decisions in professional activities.

Prerequisites of the academic discipline. The study of the academic discipline is based on the knowledge and skills acquired by students at the bachelor's level. Namely: «Economic theory», «Microeconomics», «Macroeconomics», «Management», «Optimization methods and models».

Post-requisites of the academic discipline. The knowledge, abilities and skills acquired during the study of the discipline are used to further master the following academic disciplines and courses: strategic management; project management; management of organizations and enterprises; economic forecasting and analysis; personnel management and leadership; entrepreneurship and innovative activity.

The acquired competencies are also used during practical tasks, coursework and qualification work, as well as in real management and business activities, where it is necessary to make informed and effective decisions.

The educational discipline ensures the formation of general and special competencies by students and the acquisition of learning results determined by the educational and professional program «Management», namely:

IC. 3 The ability to solve complex specialized problems and practical problems, which are characterized by complexity and uncertainty of conditions, in the field of management or in the process of learning, which involves the application of theories and methods of social and behavioral sciences.

General competences	GC 4. Ability to apply knowledge in practical situations. GC 8. Skills in the use of information and communication technologies. GC 11. 3 Ability to adapt and act in a new situation. GC 12. Ability to generate new ideas (creativity).
Special competences	SC 1. Ability to define and describe the characteristics of an organization.

	<p>SC 2. The ability to analyze the results of the organization's activities, compare them with the factors of influence of the external and internal environment.</p> <p>SC 4. The ability to determine the functional areas of the organization and the connections of mlzh by them.</p> <p>SC 7. Ability to choose and use modern management tools.</p> <p>SC 10. The ability to evaluate the work performed, ensure their quality and motivate the organization's staff.</p> <p>SC 12. The ability to analyze and structure the organization's problems, to form well-founded solutions.</p> <p>SC 16. Ability to innovate in conditions of uncertainty and riskiness of the external environment.</p> <p>SC 17. Ability to start one's own business.</p> <p>SC 18. The ability to maintain a high level of organizational culture and a reliable reputation of the organization in a market environment</p>
Learning outcomes	<p>LO4. Demonstrate skills in identifying problems and justifying management decisions.</p> <p>LO 6. Identify the skills of searching, collecting and analyzing information, calculating indicators to justify management decisions.</p> <p>LO 10. Have the skills to justify effective tools for motivating the organization's personnel</p>

Content of the academic discipline (full-time education)

№	Topic name	Number of hours, of which:			Teaching methods/ assessment methods
		Lectures	Seminar/ Practical classes	Lectures	
CONTENT MODULE 1. Prerequisites for decision-making					<p>Learning methods: Traditional and interactive learning methods are used during training sessions: – lecture-visualization; – problem lecture; – seminar-discussion; – seminar-dialogue; – performance of individual research tasks; – working with tests; – project activities using multimedia; – business games; – distance learning using relevant online platforms.</p> <p>Assessment methods: oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, analytical tasks, essays); test control (closed form tests: test alternative, test compliance, data and model analysis tasks); self-control and self-assessment method; assessment of case tasks;</p>
Topic 1.	Decision-making as the basis of management activity	2	2	5	
Topic 2.	Decision algorithm.	2	2	5	
Topic 3.	Setting goals in decision-making	2	2	6	
Topic 4.	The essence and diagnosis of problems	2		6	
Topic 5.	Decision-making entities	2	2	6	
Topic 6.	Decision-making objects	2		6	
CONTENT MODULE 2. Decision-making mechanism					
Topic 7.	Decision-making factors. Types of solutions	2	2	6	
Topic 8.	Methods and techniques of finding and developing effective solutions	2	2	5	
Topic 9.	Decision-making models. Evaluation of the effectiveness of the decisions made	2		6	

Topic 10.	Psychology of decision-making	2	2	5	assessment of project and laboratory works (simulation of economic processes, forecasting).
Modular test					
Total:		20	14	56	
Form of assessment: credit					

Technical Facilities and Software. In the educational process, classrooms, a library, a multimedia projector and a computer are used to conduct lecture and seminar classes with elements of the presentation. Studying certain topics and performing practical tasks requires access to information from the worldwide Internet, which is provided by a free Wi-Fi network.

Forms of control methods.

Control of the success of education seekers is divided into current and final (semester).

Current control is carried out during practical and seminar classes. Its purpose is systematic verification:

- understanding and assimilation of the theoretical foundations of economic processes;
- ability to apply knowledge to build models and analyze economic data;
- skills in diagnosis and forecasting of economic processes;
- use of specialized software for modeling and processing statistical data.

Forms of student participation in the educational process, which are subject to current control:

- speeches and presentations on the analysis of economic processes;
- oral reports on the analysis of economic cases;
- addendum, questions to who answers;
- systematic work in seminar classes and activity during discussions;
- participation in discussions, brainstorming, interactive forms of classes;
- analysis of economic data, statistical indicators, economic and mathematical models;
- written assignments (control papers, test papers, analytical and abstract papers);
- preparation of notes, theses, analytical notes;
- independent study of discipline topics and lecture materials.

Continuous Assessment

- oral control (survey, conversation, report, message);
- written control (control work, analytical report, abstract, performance of tasks for building models or processing statistics);
- combined control (oral and written combination to assess understanding and practical skills);
- presentation of independent work or case analysis;
- observation of activity and participation in practical classes;
- test control (closed and open tasks, analysis of graphs and models);
- work with problem situations (analytical cases, scenario modeling of economic processes).

Assessment system and requirements.

Table of distribution of points received by students of higher education*

1st semester

Topics	Ongoing knowledge assessment	Final control		Total number of points
		Modular control work	Credit **	

	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	20	20*	100
Work in a seminar class	3	3	3	3	3	3	3	3	3	3			
Independent work	3	3	3	3	3	3	3	3	3	3			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

When assessing the mastery of each topic for the current academic activity, applicants are given grades based on the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the Assessment of Academic Achievement of Higher Education Students at PJSC 'Higher Educational Institution 'MAUP'.

Modular control is carried out in the last class of the module in written form, in the form of a test.

Criteria for assessing the modular test in the academic discipline «Development and management decision-making»

When assessing the modular test, the volume and correctness of the tasks are taken into account:

- a grade of 'excellent' (A) is given for the correct completion of all tasks (or more than 90% of all tasks);

- a 'good' (B) grade is given for completing 80% of all tasks;

- a 'good' (C) grade is given for completing 70% of all tasks;

- a 'satisfactory' (D) grade is given for correctly completing 60% of the proposed tasks;

- A grade of 'satisfactory' (E) is given for the correct completion of more than 50% of the proposed tasks.

- A grade of 'unsatisfactory' (FX) is given for the completion of less than 50% of the tasks.

Failure to attend the module test results in 0 points.

The above grades are converted into rating points as follows:

«A» - 18-20 points;

«B» - 16-17 points;

«C» - 14-15 points;

«D» - 12-13 points.

«E» - 10-11 points;

«FX» - less than 10 points.

Final Semester Assessment

The final semester assessment in the course «Development and management decision-making» is a mandatory component of evaluating students' learning outcomes. It is conducted within the timeframe established by the academic calendar and covers the full scope of material defined by the course syllabus.

The final assessment is conducted in the form of a test. Only students who have completed all required coursework and assessment tasks are admitted to the final semester assessment.

The final grade is determined based on the student's academic performance throughout the semester. It consists of:

- points accumulated through continuous assessment;

- incentive (bonus) points awarded in accordance with institutional regulations.

Students who have completed all required tasks and obtained 60 points or higher receive the corresponding final grade without additional testing.

Students who have completed all required tasks but obtained fewer than 60 points, as well as those wishing to improve their grade, are required to complete a final test administered during the last scheduled class of the semester.

Assessment of Additional (Individual) Learning Activities

Additional (individual) learning activities include participation in:

- scientific conferences;
- student research groups and academic clubs;
- problem-focused research groups;
- preparation of academic publications;
- national academic Olympiads and competitions;
- international competitions and other scholarly activities exceeding the requirements of the course syllabus.

By decision of the department, students who actively participate in research activities or complete additional individual academic tasks may be awarded incentive (bonus) points for the respective educational component.

Assessment of Independent Study

The total number of points obtained for independent study constitutes an integral component of the overall academic performance in the course.

Independent work for each topic, in accordance with the course syllabus, is assessed within a range of 0 to 3 points, based on standardized and generalised assessment criteria evaluating the level of knowledge acquisition and analytical competence.

Assessment scale for independent work (individual assignments) assessment criteria.

Maximum possible grade for independent work (individual assignments)	Level of implementation			
	Excellent	Good	Satisfactory	Unsatisfactory
3	3	2	1	0

Assessment forms include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competences (optional format); solving situational tasks; preparing summaries of independently studied topics; testing or written exams; preparing draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activity at a high level.

To assess the learning outcomes of higher education students during the semester, a 100-point, national and ECTS assessment scale is used

Final assessment scale: national and ECTS

Total points for all types of educational activities	ECTS rating	Assessment on a national scale	
		for exams, course projects (assignments), practical training	for credit
90 – 100	A	excellent	passed
82 – 89	B	good	
75 – 81	C		

68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking the exam	Failed with the possibility of retaking the exam
0 – 34	F	unsatisfactory with mandatory retaking of the course	Failed with mandatory retaking of the course

Course policy.

For successful mastering of the course «Development and management decision-making», the student of education has to:

- regularly attend lectures and practical classes;
- systematically, systematically and actively work in lectures and practical classes;
- practice missed classes or unsatisfactory grades obtained in classes;
- to perform in full the tasks required to be prepared by the teacher, their proper quality;
- perform control and other independent work;
- adhere to the norms of academic behavior and ethics.

The course «Development and management decision-making» involves the assimilation and observance of the principles of ethics and academic integrity, in particular, the focus on preventing plagiarism in any of its manifestations: all works, reports, essays, essays and presentations must be original and author's, not overburdened with quotes, which must be accompanied by references to primary sources. Violations of academic integrity are considered: academic plagiarism, self-plagiarism, fabrication, falsification, write-off, deception, bribery, biased assessment.

Recommended sources of information.

Basic literature:

1. Alyushina N.O. Time management of an official: the art of planning and managing your time: method. rec. to distance course /N.O. Alyushina. K.: NADU, 2009. 40 p.
2. Analysis of state policy and management decision-making: training. manual. /in general. ed. V. A. Goshovska. K.: NADU, 2020. 88 p.
3. Ariel Dan It's good to be irrational. How to think illogically and get unexpected benefits. Trans. from English. Calls Zavaliy. Lviv: Stary Lev Publishing House, 2021. 352 p.
4. Bakumenko V. D. Decision-making in public administration : Study guide [in 2 h] /V. D. Bakumenko // Ch. 1. Theoretical and methodological principles. K.: VOC AMU, 2010. 276 p.
5. Bakumenko V. D. Formation of state management solutions: Problems of theory, methodology, practice: Monograph. K.: Publishing House of UADU, 2020. 328 p.
6. Vasylenko V.O. Theory and practice of developing management decisions : education. manual. Kyiv: TSUL, 2022. 420 p.
7. Yu. L. Grinchenko. Methodical manual for the discipline «Management decision-making methods» of the educational and professional program of the specialty 7.050201 “Management of organizations”. Odesa, 2010. 42 p.
8. Gurievska V. M. Coaching for managers in the public administration system: educational method. materials /V.M. Gurievska. K.: NADU, 2010. 48 p.
9. Encyclopedic dictionary of public administration /composition. : Yu.P. Surmin, V.D. Bakumenko, A.M. Mikhnenko et al. ; under the editorship. YU.V. Kovbasyuka, V.P. Troshchynskyi, Yu. P. Surmina. K.: NADU, 2020. 820 p.
10. Kahneman Daniel Thinking is fast and slow. trans. from English. Maxim Yakovlev. K: Our Format, 2017. 480 p.

11. Leadership and leadership in the civil service system: educational and methodological manual /Author. : Yu. IN. Kovbasyuk, V. A. Goshovska, L. A. Pashko. K. : NADU, 2011. 147 p.
12. Kigel VR. Methods and models of decision support in the market economy Kyiv: TSUL, 2023. 202 p.
13. Kolpakov V.M. Self-management: education. manual. /V.M. Kolpakov. K.: Published house Personnel, 2018. 523p.
14. Lepeyko T.I. Management: education. manual. /I.E. Lepeyko, O.M. Myronova. Kharkiv: KhNEU, 2020. 202p.
15. Mala NT, Protsyk I.S. The art of making a management decision // Scientific Bulletin of NLTU of Ukraine. 2020. Vol. 20.14. S. 345–351.
16. Yu. Miroshnychenko. R. Organizational and legal principles of preparation and adoption of state and political decisions. Kharkiv: Factor, 2004. 224 p.
17. Models and methods of decision-making in analysis and audit. Study guide for students special. 7.050106 “Accounting and auditing” /Ed. Doctor of Economics, Prof. F.F. Butyntsia, Doctor of Economics, Assoc. MM Shigun. Zhytomyr: ZhDTU, 2024. 352p.
18. Making management decisions: organizational and psychological aspect : education. manual. /M. M. Bilinska, Yu. In Kovbasyuk. K. : NADU, 2011. 232 p.
19. Prytula M.M. Dynamic models and methods of decision-making in a market economy: education. pos. Lviv: LNU named after. AND. Franka, 2020. 256 p.
20. Leadership development /L. Bizo, I. Ibrahimova, O. Kikot, T Fedoriv ; for general ed. AND. Ibrahimova. Project “Reform of personnel management in the civil service in Ukraine”, 2012. 400 p.
21. Ruliev VA. Management: education. manual. K.: TSUL, 2011. 312 p.
22. Skibitska L.I. Work organization of the manager: education. manual. K.: Center for Educational Literature, 2020. 360 p.
23. Skibitsky O. M. Manager leadership and work style : teaching. manual – K.: Center for Educational Literature, 2020. 192 p.
24. Smolennikov D.O. Management decision-making methods. Summary of Sumy's lectures: Sumdu Publishing House, 2018. 89 p.
25. Theory and practice of management decision-making: Education. manual. /Krupnik A. S., Lynyov K. O., Nuzhny E. M., Rudyk O. M. – K.: Publishing House “PROSTIR”, 2017. 156 p.
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27. Yakovenko O. AND. Formation of competencies of professional activity of economists in the process practical training: educational and methodological manual Nizhyn: Publisher PP Lysenko M. M., 2024. 184 p.
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Information resources

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2. Official website of the National Bank of Ukraine URL: <https://bank.gov.ua>
3. The official website of the scientific and theoretical journal «Economic theory». URL: <http://etet.org.ua>
4. The official website of the Institute of Demography and Social Research named after M. IN. Birds of the National Academy of Sciences of Ukraine. URL: <http://www.idss.org.ua>
5. Official website of the International Monetary Fund. URL: <http://www.imf.org/external/>
6. Official website of the Ministry of Economic Development, Trade and Agriculture of Ukraine. URL: <http://www.me.gov.ua>
7. Official website of the National Institute of Strategic Studies. URL: <http://www.niss.gov.ua>
8. The official website of the National Library of Ukraine named after V.I. Vernadskyi. URL: <http://www.nbuv.gov.ua>
9. Official website of the World Bank. URL: <http://www.worldbank.org/uk/country/ukraine>
10. UN Development Program in Ukraine URL: <https://www.undp.org/uk/ukraine>
11. Strategy of sustainable development of Ukraine until 2030. URL:

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