

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ
УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

МЕНЕДЖМЕНТ

Методичні рекомендації
до виконання курсової роботи
для здобувачів вищої освіти спеціальності
073 "Менеджмент" освітньої програми «Логістика»
першого (бакалаврського) рівня

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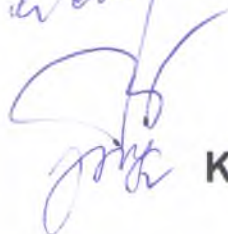
MANAGEMENT

**Methodical recommendations
for completing course work
for students of higher education specialty 073 "Management"
of the educational program "Logistics"
first (bachelor) level**

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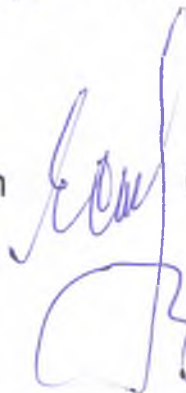


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**Kharkiv
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Subjects of coursework are presented and a summary of each topic is given. The initial data are presented and the tasks for the calculation part of the course work are formulated. Methodological recommendations for the performance of the calculation task are presented, which will contribute to the acquisition by future specialists of professional competences for solving management tasks.

Recommended for applicants of higher education, specialty 073 "Management" of the first (bachelor's) level "Logistics" educational program.

УДК 005 (072.034)

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Introduction

Management is a crucial field of knowledge utilized by all enterprises and organizations to achieve success and enhance the efficiency of their operations. With the increasing processes of globalization and European integration, the methodological support of management takes on an international character, making it practically significant and allowing the utilization of scholars' achievements from other countries in the activities of Ukrainian enterprises.

"Management" is an educational component that explores how to achieve success in managing people within an organization, how to create and improve organizations, ensure their development, and achieve goals in the most effective ways.

To better assimilate the material from the "Management" discipline, students are offered to complete a coursework. The main goal of this work is to reinforce theoretical knowledge regarding the principles, functions, methods of creating, functioning, and developing management systems within an organization. Additionally, this work aims at the practical application of acquired knowledge in the field of developing, justifying, and making management decisions using systemic, comprehensive, and situational approaches.

The coursework concludes the study of the basic components of the "Management" cycle. It is an independently conducted work that includes research on a specific topic and has an applied nature.

The main task of the coursework is to demonstrate the student's level of assimilation of theoretical knowledge from the educational component "Management." Simultaneously, the student should show that they have grasped the connection between educational components: "Management," "Enterprise Economics," "Organization Theory," "Macro- and Microeconomics." The coursework allows the student to demonstrate creativity, independence in making management decisions, and the ability to use specialized literature.

During the practical part of the task, students, with the help of calculations and analytical conclusions, propose and justify strategic management decisions regarding the planning of the enterprise's production program.

Table 1 presents the competencies and learning outcomes for the educational component.

Table 1

Learning outcomes and competences formed by the educational component

Learning results	Competences that must be mastered by a student of higher education
LO3	GC4, GC5, SC4, SC5, SC10, SC12
LO4	GC11, SC1, SC10
LO5	SC1
LO6	SC10
LO7	SC1, SC4
LO8	SC1, SC5, SC7
LO9	SC5, SC15
LO10	GC11, SC4, SC7
LO12	SC7, SC14, SC15
LO14	SC15
LO15	SC15
LO17	GC3, GC10

Where LO3. To demonstrate knowledge of theories, methods and functions of management and modern concepts of leadership.

LO4. To demonstrate skills of identifying problems and justifying managerial decisions.

LO5. To describe the content of functional areas of the organization work.

LO6. To demonstrate skills of searching, collecting and analyzing information, as well as indicators calculating skills to justify managerial decisions.

LO7. To prove organization planning skills.

LO8. To apply management methods to ensure the work effectiveness of the organization.

LO9. To demonstrate interpersonal, leadership and teamwork skills.

LO10. To prove the skills of effective staff motivating techniques usage.

LO12. To assess the legal, social and economic consequences of the organization functioning.

LO14. To identify the causes of stress, adapt yourself and team members to

a stressful situation, to find ways for solving it.

LO15. To demonstrate the ability to act socially responsible and consciously on the basis of ethical grounds (motives), to show respect for cultural diversity and individual differences.

LO17. To perform research individually and / or within a group under the supervision of a leader.

GC3. Ability to abstract thinking, analysis, synthesis.

GC4. Ability to apply knowledge in practical situations.

GC5. Knowledge and understanding of the subject area and understanding professional activity.

GC10. Ability to conduct research at an appropriate level.

GC11. Ability to adapt and act in a new situation.

SC1. Ability to identify and describe organizational characteristics.

SC4. The ability to determine the functional areas of the organization and the connections between them.

SC5. The ability to manage the organization and its divisions through the implementation of management functions.

SC7. Ability to choose and use modern management tools.

SC10. The ability to evaluate the performed works, to ensure them quality and motivate the organization's personnel.

SC12. Ability to analyze and structure organizational problems, form informed decisions.

SC14. Understand the principles of psychology and use them in professional activity.

SC15. Ability to form and demonstrate leadership qualities and behavioral skills.

1. Methodological recommendations for the implementation of course work

The coursework consists of a title page, table of contents, introduction, main text sections, conclusions, bibliography, and appendices (forms of documents, diagrams, drawings, reference tables, etc.). The formatting of the work must comply with the requirements for scientific and printed publications.

The title page should include the following structural elements: the name of the university; the name of the department; the name of the academic discipline; the topic of the coursework (matching the topic of the theoretical part); the surname, initials of the student, course, specialty, information about the supervisor of the coursework (academic degree, academic title, surname, and initials). A sample title page layout is provided in Appendix A.

The table of contents is provided at the beginning of the work and includes the titles of its structural parts and all tasks with page numbers where the beginning of the exposition of the corresponding parts of the coursework is located.

The "**Introduction**" section justifies the relevance of the topic, formulates the aim and objectives of the work, and discusses the role and significance of the management problem being addressed.

The main requirement for any scientific research, including coursework, is the justification of the relevance of the chosen research topic. The relevance of the chosen topic characterizes its demand and importance for solving a particular problem. When justifying relevance, it is necessary to identify how the choice of this topic is determined by the development of science, the accumulation of new research methods and knowledge, shortcomings in previous research, the use of new research methods, the need to conduct research in new economic conditions, etc.

When defining the aim of the work and the tasks necessary to achieve the set aim, the aim should not be formulated as "researching...", "studying...", as these words indicate the means of achieving the aim, not the aim itself. An example of defining the aim in the process of writing coursework on a topic such as "Employee Motivation in an Enterprise" could be: synthesizing and developing theoretical aspects of creating an employee motivation system in an enterprise.

After determining the aim of the coursework, it is necessary to formulate tasks. Tasks are formulated using verbs such as: study, develop, identify, establish, justify, determine, verify. For example, to study the essence of the concept of "motivation"; to identify the motivational structure, etc.

Within the framework of the coursework, the student should select a **specific research object and formulate the research subject**. Any coursework is aimed at solving certain problems in a specific field of science. The topic of the work defines the part of the field of science in which the problem solved by the student exists.

The **research object** is what the researcher's cognitive activity is directed towards. The research object is understood as the process or phenomenon that creates the problematic situation being investigated by the author and exists independently of the researcher. The main difference between the **research subject** and the research object is that the research subject is a part of the research object. Thus, the research subject includes significant properties, features, or aspects of the object. Each research object may have several research subjects, and the researcher's focus on one of them means that other research subjects remain outside the researcher's interests.

An example of a research object and research subject, for example, when considering the topic "Employee Motivation in an Enterprise":

object - the process of employee motivation in the enterprise;

subject - methods of moral and material motivation of staff at an industrial enterprise.

The **main sections** of the work should contain all necessary justifications of the coursework questions, calculations, explanations, diagrams, tables. The main sections consist of a theoretical and practical (calculative) part. The theoretical part encompasses the illumination of one of the management issues according to the provided topics. The theoretical part should consist of several sections (minimum of three), each with a volume of not less than 7 pages.

The choice of theoretical and practical parts is made according to options corresponding to the student's surname number in the academic group list.

While presenting theoretical material, the student must always reference the author and the source (as specified in the bibliography) from which the materials or individual results are borrowed.

The style of presenting the coursework should be objective, restrained, and without emotional display. When constructing sentences, it is recommended to use verbs in the indefinite-personal form, for example: "It is considered appropriate to propose...", instead of "I propose...". When explaining the material, one should use generally accepted economic and management terminology, adhering to precision in the use of terms and clarity of formulations. The use of word abbreviations in the text of the coursework and illustrations, except for commonly accepted abbreviations, is not allowed.

The practical part involves conducting calculations by each student according to the initial data for the development of alternatives and making management decisions related to the choice of management decisions at the

enterprise aimed at profit maximization. The practical part should contain all necessary calculations and conclusions accompanied by explanations and justifications.

The "**Conclusions**" section should contain clear conclusions about the importance of theoretical management issues developments, their impact on the organization's efficiency, as well as conclusions and recommendations regarding the calculation part.

The coursework should adhere to the principles of academic integrity. The responsible person for checking for academic plagiarism, appointed by the department's decision, conducts checks using software tools for plagiarism detection, which are freely available on the Internet.

At the department's request, the educational-methodical department may conduct checks using the StrikePlagiarism.com internet service.

2. Requirements for formatting the text

The coursework must be written in the state language, clearly and correctly. The text of the coursework is typed on a computer with 1.5 line spacing (29-30 lines per page), printed using a printer on one side of A4 white paper (210x297 mm); the font of the word processor is Times New Roman, size 14 pt for the main text, and 12 pt for figures and tables; line spacing: one and a half in the main text, single in figures and tables; formatting of the main text and references - justified; paragraph - 1.5 cm. Margins: left - 30 mm, top - 20 mm, right - 10 mm, bottom - 20 mm. The print font should be clear, with uniform text density.

The structural elements of the coursework "TABLE OF CONTENTS," "INTRODUCTION," "CONCLUSIONS," "REFERENCES" are not numbered, and their names are the headings of the structural elements. They are printed in capital letters centered without indentation, justified, without underlining, and on a new page. There is no period at the end of the heading. If the heading consists of two or more sentences, they are separated by a period. The distance between the section heading and the subsection is 1 line, between the heading and the text - 1 line.

The page numbering of the coursework must be continuous and placed in the upper right corner of the sheet without a period. The first page is the title page, which is included in the overall page numbering. Page numbers are not

placed on the title page and the table of contents. Page numbering starts from the "Introduction." The page number is placed in the upper right corner of the sheet without a period at the end, font Times New Roman, size 12 pt.

Formatting of the bibliography

The bibliography should include at least 20 literary sources, 70% of which are published in the last 10 years. The coursework is based on the study of domestic and foreign literature in the field: textbooks, teaching aids, monographs, professional publications, legislative and regulatory acts, educational and methodological and special literature, Internet resources, etc. Including publications from aggressor countries in the bibliography is prohibited!

The list of sources referenced in the main part of the work is provided at the end of the coursework, starting from a new page.

Bibliographic descriptions in the bibliography are arranged in alphabetical order. The numbers of descriptions in the bibliography are used as references in the text (numeric references). Bibliographic descriptions of references in the list are formatted according to current standards. It is mandatory to include references to normative and legislative acts used during the work.

References are formatted as follows:

quote in the text: "Another representative of the human relations school is considered to be Chester Barnard (1886-1961), who combined practical administrative work in the company with theoretical research" [7, p. 180].

The corresponding description in the bibliography:

7. Management: Textbook / S.Yu. Biryuchenko, K.O. Buzhimska, I.V. Burachek et al.; ed. by T.P. Ostapchuk. - Zhytomyr: State University "Zhytomyr Polytechnic". - Zhytomyr: "Ruta" Publishing House, 2021. - 856 p.

Formatting of illustrations

The illustration should be placed in the center of the page without paragraph indents. The number and title of the illustration are placed with a paragraph indent, not bolded. Before and after the illustration, as well as after its title, an indent is made in one line with a one-and-a-half line spacing. It is important that the style of naming all illustrations in the work is the same.

Illustrations (drawings, diagrams, graphs, charts) should be placed in the work immediately after the text where they are first mentioned or on the next page. All illustrations must be referenced in the text, for example (Fig. 1.1).

If illustrations are not created by the author of the work, the source from which they were borrowed must be indicated.

Each illustration must have a title placed below it. If necessary, explanatory data (subcaption text) should be placed below the illustration.

The illustration is denoted by the word "Fig." followed by the number and title of the illustration after the explanatory data. Illustrations should be numbered with Arabic numerals in sequential order within the section, except for illustrations provided in appendices. The illustration number consists of the chapter number and the sequential number of the illustration, separated by a period, for example, Fig. 1.1. - the first figure of the first chapter. Examples of illustrations are provided below (Fig. 1.1).

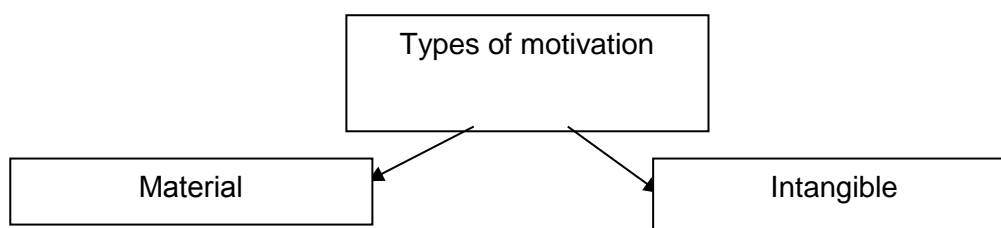


Fig. 1.1. Types of motivation

Formatting of formulas

Formulas and equations should be placed directly after the text where they are mentioned, in the center of the page. There should be at least one blank line before and after each formula or equation.

Formulas and equations in the work (except for those in the appendix) should be numbered sequentially within the section. The formula or equation number consists of the chapter number and the sequential number of the formula or equation, separated by a period, for example, formula (1.1) - the first formula of the first chapter. The formula or equation number is indicated at the level of the formula or equation in parentheses next to the right margin.

Explanations of the symbols and numerical coefficients included in the formula or equation should be provided directly below the formula in the same sequence as they appear in the formula or equation. The explanation of the meaning of each symbol and numerical coefficient should be provided on a new line. The first line of the explanation starts with the word "where" without a colon.

An example of formatting formulas is provided below.

The income of the enterprise is determined as follows (formula 1.1):

$$I = V * P, \quad (1.1)$$

where I – enterprise income, thousand UAH;

V – output volume, units;

P – price of the product, UAH.

Formulas or equations may be continued on the next line only at the signs of operations, repeating the operation sign at the beginning of the next line. When formulas or equations are continued, for example at the multiplication sign, the "*" sign is used.

Formulas that are listed one after another and not separated by text are separated by commas.

Example:

$$f_1(x, y) = S_1 \text{ и } S_1 \leq S_{1\max}, \quad (1.1)$$

$$f_2(x, y) = S_2 \text{ и } S_2 \leq S_{2\max}, \quad (1.2)$$

Formatting of Tables

A table is presented after its first mention in the text or, if not possible, on the following page of the work. All tables in the coursework must be referenced in the text.

Tables should be numbered with Arabic numerals sequentially within each section, except for tables provided in the appendices. The table number consists of the chapter number and the sequential number of the table, separated by a period, for example, Table 1.1 - the first table of the first chapter.

The table should have a title, which is printed in lowercase (except for the first letter capitalized) and placed above the table. The title should be brief and reflect the content of the table.

Column headings of the table start with a capital letter, and subheadings start with a lowercase letter if they form a single sentence with the heading. Subheadings that have independent significance are capitalized. Periods are not placed at the end of table headings and subheadings. Headings and subheadings of columns are specified in the singular.

If rows or columns of the table exceed the page format, the table is divided into parts, with one part placed under another or next to it, or a part of the table is moved to the next page, repeating the table's title in each part.

When transferring a table to another page, the word "Table" and its number, as well as the title, are placed only once above its first part. If the table spans two pages, then on the second page, at the top right corner directly above the table, the words "End of Table" are written along with the table number, for example: "End of Table 1.1". Additionally, on the first page, under the table "header", a row with the ordinal numbers of columns is placed, and on subsequent pages, such a row is placed instead of the "header".

If the table spans three or more pages, the words "End of Table" are written only above the last part of the table, and on the previous pages with the table, "Continuation of Table" is indicated.

It is unacceptable to leave only the title or the title and the "header" of the table on the page. Tables can only be moved to another page in such a way that there are at least three meaningful rows on the first and last pages (excluding the "header" and the row with the ordinal numbers of columns). If this is not possible, the table is not split and is entirely moved to the next page.

For tables, the use of 10 or 12-point Times New Roman font with single line spacing is allowed, but the font and spacing must be the same for all tables in the work.

If the size of the table is two full pages or more, such a table is moved to the appendices.

A section or subsection cannot end with a table - there must be text after it.

An example of table formatting is provided below.

Table 1.1

Volume of production by years

Year	Volume of production, thousand UAH
2022	2 500,25
2023	2 562,17

Moving the table to the next page is done as follows.

Continuation of the table 1.1

1	2
2022	2 602,05

There is one space between the text and the name of the table, as well as after the table before the beginning of the text.

Numbering of sections and subsections

Chapters and subsections of the work should be numbered with Arabic numerals.

The sections of the term paper must have sequential numbering within the framework of the presentation of the essence of the work and be marked with Arabic numerals with a dot, for example: 1., 2., 3., etc.

Subsections must be sequentially numbered within each section. The subdivision number consists of the section number and the serial number of the subdivision, between which a dot is placed.

A dot is placed after the subdivision number, for example: 1.1., 1.2.

Each section should start on a new page, and subsections should be placed in the continuation of the page. At the same time, there should be one space between the text and the name of the subdivision.

The name of the section is written in capital letters kg. 16, "centered" in bold.

Subdivision names are typed in kg. 14, in bold, "in width".

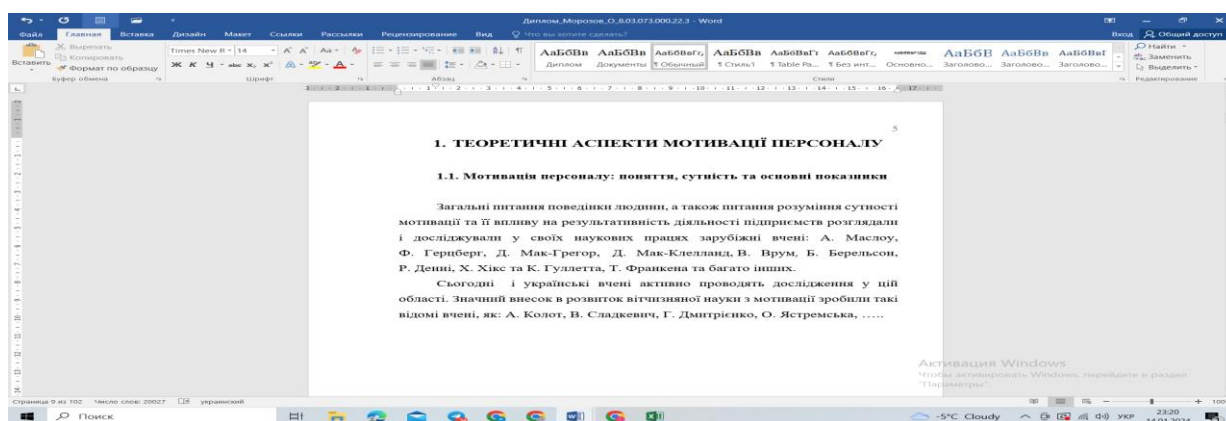


Fig. 1.2. An example of design of headings and subheadings of sections of the coursework

If the heading consists of two or more sentences, they are separated by a period. Word wrapping in the title section is not allowed. It is not allowed to place the subheading title at the bottom of the page if only one line of text follows it.

The work is done in the Ukrainian language. The total volume of the coursework is 40 to 50 pages of printed text (excluding the title page, appendices, and list of sources used).

The approximate number of pages in sections is as follows:

introduction – 1–2 pages;

theoretical part – 21–25 pages;

calculative part – 20–25 pages;

conclusions – 1–2 pages.

The defense of the coursework is carried out by a commission appointed by the department, with the participation of the supervisor of the work. During the defense, the candidate briefly presents the essence of the work and answers questions from the commission members. The coursework is carried out by the candidate independently under the guidance of the teacher. Consultations are conducted by the supervisor according to the schedule of classes. Once every two weeks, the supervisor evaluates the progress of the coursework with a mark in the corresponding schedule.

3. Main stages of coursework execution

1. Preparation: studying the topic, selecting literature, developing an individual plan for coursework execution.
2. Development of theoretical issues on the topic of the coursework.
3. Development of a strategic plan for product release for two years according to your variant. Conducting necessary calculations and justifications. Development of necessary diagrams, algorithms, schedules, and other documentation.
4. Development of practical recommendations for managerial decision support based on the strategic plan of the enterprise in the direction of the coursework topic.

4. Topics of coursework

When presenting the topic of the coursework, it is necessary to disclose the chosen issue concisely but most fully. During the exposition of the selected topic, it is proposed to develop and justify questions according to the annotations provided below. The candidate may adhere to the annotation or

may introduce additional questions that, in his opinion, are relevant and appropriate in the process of studying a particular topic.

1. History of management development:

preconditions for the emergence of management science;
classical and neoclassical management theories;
contribution to the development of management science by foreign and domestic scientists;
existing management paradigms;
features of modern management.

2. Management development in Ukraine:

historical stages of development of domestic management science;
contribution to the development of management science by domestic scientists;
role and necessity of management development in Ukraine;
features of forming a modern management system in Ukraine;
prospects of management in Ukraine.

3. Management as a specific sphere of human activity:

system of relations in the organization as the subject of management study;
diversity of management;
management as a system of scientific knowledge;
management as the art of governance;
levels of management;
managers and entrepreneurs - key figures of the market economy;
management spheres;
research methods.

4. Laws, regularities, and principles of management:

integrated approaches to management (process, systemic, situational);
laws of management;
regularities of management;
principles of management;
interrelationship between management principles.

5. Enterprise management system:

production structure of the enterprise and its subdivisions;
delegation of authority and responsibility;
planning at the enterprise;
employee motivation at the enterprise;
organization of control at the enterprise.

6. Organizational structure of the enterprise:

concept of delegation of organizational powers in the management system of organizations of different types;
line and staff authorities of managers of higher, middle, and lower levels;
types of administrative apparatus of management;
effective organization of distribution of powers between line and staff managers of the management apparatus;
departmentalization principles in organizations;
types of organizational management structures (characteristics, advantages, disadvantages);
methodology for choosing an effective organizational structure for the conditions of Ukraine.

7. Enterprise management level analysis and assessment system:

importance, purpose, and tasks of enterprise management analysis and assessment;
methods of enterprise management level analysis and their characteristics, areas of application;
system of indicators for analyzing the level of enterprise management;
methodology for assessing the level of enterprise management;
methodology for assessing the management organization of the enterprise.

8. Decision-making in enterprise management:

characteristics, purpose, and tasks of managerial decisions in ensuring effective activities;
classification of managerial decisions;
process of making managerial decisions (requirements, conditions, properties, stages);
methods of justifying managerial decisions, their characteristics, and areas of application;
effective managerial decision and methods of its formulation;

methods of evaluating and choosing alternative decisions;
process of implementing managerial decisions.

9. Strategic planning at the enterprise:

role, significance, purpose, and characteristics of strategic planning;
methods of strategic planning;
enterprise strategy (composition, impact on goal achievement);
process of developing a strategy;
strategic goals and alternatives of the enterprise in the conditions of Ukraine;
strategy effectiveness;
strategy implementation process.

10. Planning and forecasting at the enterprise:

enterprise mission;
enterprise goals, their classification, and requirements for goals;
contradiction of goals;
tactical planning system;
production program planning;
operational planning;
production regulation.

11. Motivation of enterprise staff activity:

motivation, characteristics, types, and roles in ensuring success;
analysis of motivation theories and their comparison, areas and conditions of use;
types of needs and rewards;
types of employee behavior;
forms of motivation influence on people's behavior and work results;
methods of satisfying higher-level needs.

12. Organization of control at the enterprise:

control system, tasks, and significance in ensuring profitable activity;
types of standards and criteria, methods of their development;
control process model and methods of its evaluation;
manager's behavior and actions based on control results;
effectiveness of control.

13. Regulation as a general management function:

concept of regulation;
place of regulation in the management system;
types of regulation;
stages of the regulation process;
use of regulation methods in the management system.

14. System of organizational and managerial methods of management at the enterprise:

system of management methods and the place of organizational and managerial methods within it;
organizational and managerial methods of management, characteristics, tasks, and significance in ensuring coordinated activity;
composition of legal norms, standards, and actions in organizational and managerial methods;
content and purpose of regulation and standardization;
types of organizational influence and their characteristics, purpose, conditions of use;
main directions of organizational influence and actions on the managerial and managed systems;
management norms and standards;
job descriptions of managers and specialists;
types of instructions and instructing subordinates;
managers' actions in the conditions of organizational and managerial methods of management.

15. System of economic management methods at the enterprise:

system of management methods and the place of economic management methods within it;
principles of usage;
model of economic management methods;
composition of the main economic levers;
commercial (economic) calculation, characteristics, composition, basic provisions, norms, and conditions of use;
results, efficiency;
wages: types, forms, systems, conditions of use, impact results, efficiency;
pricing, methods, characteristics, forms of influence;

financing, types, conditions of use, results, efficiency.

16. System of socio-psychological management methods at the enterprise:

system of management methods and its place in socio-psychological methods;

objects of management by socio-psychological processes;

functions of management by socio-psychological processes;

methods of management by socio-psychological processes;

effectiveness of socio-psychological management methods.

17. Organization of business processes at the enterprise:

basics of a process approach to enterprise management;

business processes, their types and characteristics;

system of management and organization of business processes of the enterprise;

principles of building a system of business process management.

18. System of comprehensive assessment of managers' work:

personality traits of the manager;

requirements, qualities, skills, and abilities of the manager;

types of power and leadership styles;

criteria for assessing effective managerial performance;

methods of assessing managers;

forms of managers' influence on the organization's (enterprise's) activities;

organization of the manager's work.

19. System of information and communication processes at the enterprise:

concept of automation of management processes;

areas of communication emergence and their types;

information as material for communication and its types;

information system, composition, structure, tasks, types, and characteristics;

information technologies, their types, and characteristics;

models of information and communication processes in the enterprise;

essence and importance of feedback in the communication process;

economic efficiency of the information system.

20. System approach to organization management in modern conditions:

system concept and its components;
organization as a system;
external environment of the organization and the content of its elements;
internal environment of the organization and the content of its elements;
supersystem and subsystem;
management, managed, and information systems;
essence of a systemic approach to organization management;
general principles of managing different systems.

21. Management process from the perspective of situational approach:

concept and essence of the situational approach;
evolution of the situational approach: historical perspective;
general and specific, external, and internal factors of the situation;
manager's situational creativity;
suitability and effectiveness of the situational approach.

22. System of assessing the economic efficiency of enterprise management:

management efficiency and its role in ensuring production (enterprise) activities;
methods of assessing the economic efficiency of production and management;
system of economic efficiency indicators;
methodology for calculating overall and partial indicators of production and management efficiency growth;
directions for increasing efficiency;
comprehensive production efficiency management system.

23. External environment of entrepreneurial activity:

role of the external environment in enterprise operations;
factors of direct impact of the external environment;
factors of distant impact of the external environment;
competitive environment of the enterprise;
conditions for operational impact of the external environment;

24. Internal environment of the enterprise:

internal variables of the organization and their characteristics;
goals of the enterprise, tasks;
technological subsystem;
organizational subsystem;
enterprise staff.

25. Social responsibility in management:

role of business in society;
types of organizational responsibility;
business ethics;
organizational social responsibility;
impact of social responsibility on organizational performance.

26. Leadership in management:

leadership theories;
typology of leaders;
leadership styles and their classification;
factors influencing leadership styles formation;
criteria for assessing the manager's style;
conditions and reasons for conflicts emergence;
conflict resolution methods.

27. Formation of the enterprise team:

team as a social group;
principles of team formation;
stages of team development;
characteristics of the team;
formal and informal teams;
manager's role in team formation;
corporate culture: values, traditions of the team.

28. Organization of recruitment and selection of staff at the enterprise:

recruitment and selection of staff, identification of vacancies;
requirements for candidates;
employee model and position model;
staff attraction;

models and methods of employee selection;
staff recruitment and its stages.

29. Evaluation and certification of staff at the enterprise:

need for staff valuation in the organization;
types of staff valuation;
criteria and methods of staff valuation;
evaluation of work quality of different categories of staff;
organization of staff certification.

30. Managerial work and its peculiarities:

managerial work as a component of managerial activity;
types and classification of managerial activity;
manager's tasks in managing enterprise or department activities;
leadership in social activities.

5. Methodology for performing the calculation task "Development of a strategic production plan"

The enterprise produces three types of products: A, B, C. The volumes of production of products in the base year in natural expression, as well as their price and cost, are presented in table 1.

The enterprise is developing a production strategy for a two-year period. For this purpose, marketing research of sales markets was conducted for each of the three types of products manufactured by the enterprise. According to the research results, all products are in demand, but the changes in demand for each product are different.

Marketers have made forecasts for each product, however, they cannot guarantee that the forecast will be one hundred percent accurate. Depending on the circumstances, there may be some changes in the demand for the enterprise's products. Therefore, the researchers provided only the main forecast indicators, as shown in table 2.

During the planning period, there may be some additional changes in the demand for the enterprise's products, but thanks to the defined base options and measures developed for each of the base options, the enterprise's production management actions can be quickly adjusted to meet the demand.

Marketers who studied the enterprise's sales markets have made forecasts for the planned year and the year following it. The forecast data are averages for each period.

The manager's task is to find such an option for the production of products at the enterprise, in which the total profit for two years would be the highest. It is assumed that the prices of products will remain unchanged throughout both years, and their cost will only change in those cases specified in the task conditions.

Since the demand for the enterprise's products changes unevenly, it may be advantageous to increase the production of some products at the expense of reducing the production of others. Data on possible ratios of changes in the production of products without additional capital investments are presented in Table 3. Such replacements may be advantageous also because the profitability of the manufactured products varies. Changing the ratio of production of products can contribute to an increase in overall profit for the enterprise.

Table 1

Production volumes, price and cost of production, produced by the enterprise in the base year

Product	variant №	Production and sale of products during the month, units	Product price, thousand UAH	Cost of the product, thousand UAH
1	2	3	4	5
A	1	510	5,15	4,25
	2	515	4,95	4,20
	3	545	4,90	4,15
	4	573	4,70	4,00
	5	610	4,70	4,05
	6	628	4,55	3,75
	7	665	4,35	3,90
	8	685	4,35	3,85
	9	710	4,15	3,70
	10	655	4,25	3,80
	11	478	5,25	4,20

	12	455	5,15	4,25
	13	425	5,35	4,30
	14	385	5,45	4,40
	15	375	5,60	4,45
	16	425	5,70	4,60
	17	465	5,75	4,25
	18	480	5,90	4,60
	19	535	6,00	5,10
	20	285	6,05	5,95
	21	545	7,05	6,20
	22	490	7,15	6,15
	23	515	7,20	6,15
	24	557	7,45	6,55
	25	457	7,55	6,65
	26	605	7,60	6,75
	27	405	7,75	6,80
	28	615	7,85	6,95
	29	395	7,95	7,15
	30	455	8,15	7,20

Continuation of the table 1

1	2	3	4	5
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Б	1	490	17,0	16,5
	2	480	16,9	16,5
	3	520	16,8	16,3
	4	530	16,7	16,2
	5	540	16,3	15,8
	6	550	16,1	15,6

	7	560	16,0	15,5
	8	570	15,9	15,0
	9	580	15,7	15,2
	10	585	15,6	15,0
	11	600	15,5	14,9
	12	490	17,1	16,5
	13	480	17,2	16,6
	14	470	17,3	16,7
	15	460	17,4	16,8
	16	450	17,5	16,9
	17	440	17,6	16,9
	18	430	17,7	17,0
	19	420	17,8	17,1
	20	410	17,9	17,3
	21	400	18,0	17,5
	22	390	18,0	17,6
	23	380	19,0	18,6
	24	375	19,2	18,8
	25	370	19,3	18,7
	26	365	19,4	18,9
	27	360	19,5	18,9
	28	355	19,6	19,1
	29	350	19,7	19,4
	30	345	19,8	19,5
B	1	935	6,05	5,80
	2	940	6,15	5,70
	3	950	6,10	5,75

4	960	6,20	5,70
5	945	6,35	5,75
6	955	6,45	5,90
7	970	6,45	5,85
8	975	6,55	6,05
9	980	6,65	6,25
10	985	6,75	6,20
11	990	6,70	6,25
12	995	6,85	6,45

13	840	6,80	6,40
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The end of the table 1

1	2	3	4	5
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B	14	915	6,95	6,65
	15	920	7,05	6,60
	16	925	5,95	5,40
	17	930	5,85	5,55
	18	900	5,75	5,45
	19	890	5,70	5,40
	20	8 80	5,60	5,30
	21	870	5,55	5,85
	22	860	5,40	5,15
	23	850	5,40	5,10
	24	840	5,30	5,05
	25	830	5,20	5,00
26	820	5,25	4,95	
27	810	5,15	4,95	
28	800	5,05	4,70	
29	905	4,95	4,45	

	30	910	4,85	4,40
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Table 2

Forecast changes in demand for the enterprise's products in the planned period, %

Variant	Plan year			Next year according to plan		
	A	B	C	A	B	C
1	2	3	4	5	6	7
1	+12	-17	+11	-4	+16	+15
2	+10	+12	+10	+14	-8	+16
3	+11	+19	+14	-6	+22	-3
4	+10	+15	+15	-7	+24	+19
5	+14	+17	+16	+16	-6	+20
6	+15	+20	+17	+19	+14	-7
7	+16	+19	+18	-4	+23	+25
8	+17	+21	+19	-9	+10	+20
9	+18	+23	+20	+24	-10	-5
10	+19	+22	+21	-3	+13	+18
11	+20	+21	+25	+20	-4	+17
12	+21	+24	+24	+17	+15	-5
13	+22	+19	+23	-9	+14	+12
14	+21	+20	+20	+11	-7	+11
15	+22	+12	+21	+10	+18	+13
16	+15	+10	+20	-5	+13	+14
17	+24	+11	+19	+20	-5	+17
18	+17	+13	+18	+21	+12	-8
19	+7	+14	+17	-12	+18	+16
20	+15	+16	+16	+13	-5	+21

The end of the table 2

1	2	3	4	5	6	7
21	+20	+16	+9	+14	+12	-4
22	+19	+17	+14	-7	-10	+20
23	+18	+11	+13	+6	-8	+18
24	+17	+18	+12	+7	+14	-19
25	+16	+10	+11	-5	-15	+20
26	+15	+11	+8	+9	-5	+13
1327	+14	+9	+10	-8	+16	+15
28	+13	+15	+11	-4	+17	+14
29	+12	+11	+13	-8	-6	+13
30	+11	+17	+14	-7	+9	-12

Table 3

Possible increase in the production output of certain types of products at the expense of reducing the production output of others without additional capital investments, %

Product	Increase in production output, %	Reduction in production output for only one of the products		
		A	B	C
A	11	—	13	18
B	15	11	—	15
C	12	5	17	—

Increasing the production volume can also be achieved through more comprehensive utilization of equipment. However, this leads to an increase in the cost price of products. Table 4 shows the possible relationship between increasing the production volume and the increase in its cost price. During the implementation of this measure, it is necessary to consider that it is advisable to increase the cost price only in one year.

Table 4

Increasing the production output by utilizing equipment more efficiently

is possible, %

Product	Increase in production output, %			
	5	9	15	20
	Cost growth, %			
A	0,25	0,32	0,53	0,72
B	0,18	0,39	0,65	0,75
C	0,38	0,8	0,93	1,12

Increasing production output can also be achieved through capital investments. The enterprise has the opportunity to invest up to 2.0 million UAH in production development over the next two years. However, it is not mandatory to spend the entire 2.0 million UAH; a lesser amount can be utilized. Any unused funds can be deposited in a bank, and the interest earned can be added to the overall profit.

Table 5 provides data on potential increases in production volumes for specific products after implementing capital investments. For instance, with capital investments amounting to 750,000 UAH, it is possible to increase the output of one of the products: product "A" by 7%, product "B" by 13%, or product "C" by 11%.

Table 5

Possible increase in production output through capital investments, %

Capital investments, thousands UAH	Product		
	A	B	C
	Increase in production output, %		
750	7	12	11
1 500	13	19	16
2 000	18	25	20

Note: The increase in production output after capital investments applies to only one type of product.

By investing in new equipment, it's possible to increase production volume and consequently, profit. However, profit can also be increased by reducing production costs. This can be achieved through improving production organization, implementing new technologies, purchasing semi-finished products, or upgrading equipment. Table 6 provides data on the costs of production reorganization, which will result in a reduction of production costs. The expenditures indicated in the first column of table 6 relate solely to one product. It is also possible to perform interpolation and extrapolation.

Table 6

The potential reduction in the production cost of goods can be achieved through the implementation of new work methods, the use of semi-finished products, and the modernization of equipment

The costs associated with the reorganization of production, thousands UAH	Product		
	A	B	C
500	1,0	1,2	0,8
1 000	1,6	1,5	1,7
1 500	3,5	2,7	3,8
2 000	4,5	3,9	5,0

The management of the enterprise assigns the task to the manager to ensure the maximum increase in profit over the next two years overall. To achieve this, the manager, within the framework of the forecasted demand and using the opportunities for capital investment, must ensure an increase in the production of all or certain types of products. The manager can also use measures to reduce the cost price or increase the production of more profitable products by reducing the production of less profitable ones, or increase the production of certain types of products by more fully utilizing the equipment.

In addressing the assigned task, the manager has the right to utilize all or some of the opportunities. Only one opportunity can be used if it allows achieving the highest increase in profit. All decisions must be justified and

supported by calculations. It is necessary to carry out all calculations for the primary option. It is also necessary to develop one or two alternative options to obtain high scores for the coursework.

The calculations should be accompanied by an explanatory note, in which it is advisable to analyze all the discussed ways of solving the problem with the provision of relevant calculations. At the same time, it is necessary to determine which strategy the enterprise adheres to and justify one's assumptions.

6. Methodology for the Practical Part of the Coursework

The task is to plan the production program of the enterprise for the planned period. The enterprise has several objectives: firstly, to achieve the maximum possible profit (which involves reducing costs, increasing production volumes, maximizing equipment utilization, etc.), and secondly, to satisfy the demand for products to occupy and maintain a certain market share.

These objectives can be achieved by utilizing existing reserves and capital of the enterprise, as well as by attracting additional investments. Since the priority direction is to achieve maximum profit and cost reduction, the most attractive avenues are those that allow increasing volumes (and therefore profit) without additional investment. If the implementation of these measures does not fully satisfy the forecasted demand, additional capital investments should be considered. Therefore, the proposed measures to increase enterprise profit should be considered in the following sequence:

1. Measures that do not require additional capital investment:
 - a) maximizing profit by increasing the output of one type of product at the expense of reducing other types of products;
 - b) increasing production output by better utilizing equipment.
2. Measures aimed at increasing production capacity, the implementation of which requires additional investment:
 - a) increasing production output through capital investments;
 - b) reducing production costs by implementing new working methods, semi-finished products, equipment modernization.
3. Combination of measures involving additional capital investment and without the use of capital investments.

If the enterprise decides to attract additional capital investments, it is necessary to remember that their total amount cannot exceed 2.0 million UAH. These funds can be used to increase volumes or to reduce costs through the implementation of new working methods, equipment modernization, etc., or a combination of both.

At the end of each calculation stage, it is necessary to demonstrate how the key indicators of the enterprise change, namely: volume in monetary terms, cost, and profit.

It should be noted that all these measures must be coordinated and interconnected. Therefore, before conducting calculations for each specific measure, it is necessary to analyze the initial data as well as data related to specific measures.

The solution to this task can vary. It is suggested to follow the following sequence.

Stage 1. Since the goal of the enterprise is to maximize profit, the task boils down to determining the enterprise's profit in the planned year (compared to the base year) under conditions of certain changes during production. Therefore, first of all, it is necessary to calculate the enterprise's profit in the base year.

The total profit of the enterprise (Π_3) is calculated by the formula:

$$\Pi_3 = \Pi_A + \Pi_B + \Pi_B, \quad (1)$$

where Π_A , Π_B , Π_B – profit from the sale of products A, B i B respectively, UAH.

Profit from the sale of a unit of a separate product ($\Pi_{одi}$) is determined by the formula:

$$\Pi_{одi} = \Pi_i - B_i, \quad (2)$$

where Π_i – sale price of the i-th type of products, UAH;

B_i – costs for the production of the i-th type of products, UAH.

Profit from the sale of the entire batch of each product ($\Pi_{\Sigma i}$) is determined by the formula:

$$\Pi_{\Sigma i} = \Pi_{\text{од}_i} \times O_i, \quad (3)$$

or

$$\Pi_{\Sigma i} = D_i - C_i, \quad (4)$$

where O_i – volume of output of the i-th type of products, UAH;

D_i – income from the sale of the i-th type of products, UAH;

C_i – total cost of production of the i-th type of products, UAH.

Income from sales is equal to the volume of production in value terms, which is determined by the formula:

$$D_i = U_i \times O_i \quad (5)$$

The total cost of production of the i-th type of product is calculated according to the formula:

$$C_i = B_i \times O_i \quad (6)$$

Calculations of the total profit of the enterprise should be entered in the table (table 7).

Table 7

Example of calculation of basic total profit, UAH million

Product	Volume of production	Total cost	Mass of profit
A
B
C
In general, by enterprise			...

Stage 2. In the process of planning the program for the next year, it is necessary to take into account the forecast of marketers regarding changes in demand for products (table 2). Therefore, it is necessary to calculate the potential increase in profit for two years in case of maximum increase in production volumes.

Stage 3. Table 6 presents possible reductions in production costs due to capital investments. Considering the most significant potential reduction in production costs, it is advisable to calculate the reduction in production costs for each product after attracting 2.0 million UAH. These calculations should be included in table 8.

At this stage, it is necessary to reflect possible changes in demand for two years according to the marketers' forecasts in table 8.

Stage 4. We analyze the data obtained from calculations in stages 2 and 3 and determine which product's output should be increased first. Priority should be given to the product for which the potential increase in profit and the maximum possible reduction in production costs are the highest.

Table 8

Increase in profit with maximum possible increase in production volumes and reduction in production costs (excluding volume growth)

Product	Growth in production volumes, % (according to table 2)	Profit growth in case of maximum growth of production volumes, thousand UAH	Maximum possible cost reduction, % (according to table 6)	The maximum possible cost reduction, thousand UAH
A	4,6	...
B	3,9	...
C	5,0	...

Thus, for the product with the maximum potential profit increase, measures should be taken to increase volumes according to table 3. The product with the most significant reduction in production costs will be prioritized during the implementation of measures involving capital investments.

Stage 5. One of the production planning options involves increasing the output of one product at the expense of reducing the production of another (table 3). At this stage, several options can be considered, and the most effective option for production changes, which would result in the highest profit increase, should be selected.

Stage 6. After changes in production during the implementation of the first measure, there will be changes in the indicators that were the basis for analytical work earlier.

Therefore, it is necessary to determine the new production volumes, the mass of production costs, and profit for each product.

Stage 7. It should be noted that increasing production volumes and therefore the profit of a particular product can only be achieved if the forecasted demand for production volume for the respective product is greater than or equal to the potential increase in output according to table 3. If the demand is less, adjustments need to be made. It is also necessary to calculate how much production volumes can be increased after implementing the first measure in the subsequent stages of task execution.

For this purpose, it is necessary to determine the corresponding coefficients (K), which are calculated as follows:

$$K = \frac{kp_m}{kp_1}, \quad (7)$$

where kp_m is the index of potential production volume growth according to the marketers' forecast;

kp_1 is the index of potential growth (or decrease) in production volume during the implementation of the first measure.

For example, at the previous stage, we only changed volumes for two products: A and B. According to the marketers' forecast, it is advisable to increase the volume of product B by 15% overall, while the company can increase the volume without attracting capital investments only by 12% (Table 3). Therefore, the volume adjustment coefficient for product B is:

$$\frac{1,15}{1,12} = 1,027$$

Regarding product A, let's assume that overall demand for two years was forecasted to be 14%, but the company only reduced volumes by 5%, so the adjustment coefficient would be:

$$\frac{1,14}{0,95} = 1,2$$

Thus, further production increase for product A can be planned by 20%.

Stage 9. If, as a result of previous calculations, the demand for the product was not fully satisfied or there were no changes in volumes at all, it is necessary to proceed to the option of increasing volumes by better utilizing equipment, i.e., increasing the company's capacity. However, fuller equipment utilization, for example, working in a third shift or employing additional workers, also requires higher costs for its maintenance, repair, etc. Therefore, implementing such a measure leads to an increase in production costs. However, it is necessary to consider previous data, and if the demand was not fully covered, adjustments need to be made. It is also necessary to calculate how much production volumes can be increased after the implementation of the first measure in the subsequent stages of task execution.

Table 4 provides specific options for increasing volumes (5%, 9%, 15%, 20%), each corresponding to a specific change in production costs for each product. As a result of the calculations, there may be a situation where it doesn't make sense for the company to increase production precisely by 5% or 9%, etc. Therefore, if production needs to be increased by, for example, less than 5%, the changes in production costs will also be lower than those listed in Table 4. In such cases, it is necessary to determine which increase in production costs corresponds to the required increase in production volume for a specific product. For this purpose, extrapolation and interpolation methods are applied.

Extrapolation is one of the forecasting methods that allows determining the value of a function (in our case, the production cost) at points beyond a certain interval. In our work, extrapolation should be applied if increasing the production volumes of a certain type of product is advisable by less than 5% or more than 20%.

Interpolation is a method of finding intermediate values of a function (in our case, the production cost) within a certain interval. For example, if there is a

need to increase the volume by 6% (and we only have data points for intervals of 5% and 9%) or by 10% (with intervals of 9% and 15%).

The application of extrapolation and interpolation methods in our work is necessary to:

determine which interval includes the required value (according to previous calculations) of increased production volumes for a specific product.

find the coefficient characterizing the relationship between the required percentage increase in production volumes of a particular product and the maximum percentage interval.

adjust the percentage increase in production costs based on the obtained coefficient.

During the calculation of the new production cost, it is necessary to remember that increasing production volumes will already lead to changes in the production cost. Therefore, the production cost will increase for two reasons:

firstly, due to the increase in volumes.

secondly, according to table 4 (or by extrapolation method), due to the implementation of certain measures.

During the implementation of the second measure, it is important to remember that fuller equipment utilization (and thus an increase in production cost) is possible for only one of the products. Therefore, it is necessary to select the product for which this measure will be applied. Since every company aims to reduce production costs, the criterion for selection becomes minimizing expenses. The most reasonable option may be to load equipment more fully for the products targeted by the first measure, although full demand satisfaction has not been achieved.

In our example, using the possibilities of increasing volumes and production costs (table 4), we can attempt to increase the output of product B to 15%. The minimum increase in the output of product B according to table 4 is 5%, and the company's capabilities are only 2.7%. To determine how the production cost will change when the volume is increased not by 5%, but by 2.7%, we apply the extrapolation method and calculate the corresponding coefficient:

$$\frac{2,7}{5} = 0,54$$

Then the production cost of product B (ΔC_B^2) according to Table 4 and the obtained coefficient will increase by 0.2%:

$$\Delta C_B^2 = 0,37 \times 0,54 = 0,2 \%$$

Further, new calculations of production volume in terms of cost, overall changes in production costs (which change due to the increased production volume of the product and data from table 4), and calculation of the new profit for this product should be made.

Stage 9. The company also has the opportunity to attract capital investments. The maximum amount that the company can invest is 2.0 million UAH. These funds can be spent entirely or only partially. The size of capital investments is primarily determined by the specific measures to be implemented using these investments: increasing production volumes or reducing production costs.

First of all, it is necessary to analyze the possibility and feasibility of investing funds in increasing volumes (Table 5). Based on the previous calculations and data from marketers regarding changes in demand, it is necessary to determine which products and in what volume can be increased.

According to the conditions of this task, the company can only implement this measure for one of the products. The criterion for selection should be the maximum profit. Using the initial data (Table 5) and data from previous calculations, it is possible to assess how much the profit will increase in each case separately for the products. But for preliminary analysis, it is advisable to focus on the maximum possible increase in volumes (and therefore profit), which is achieved by investing all 2.0 million UAH. Money can also be deposited in a bank as a deposit, and bank interest can be added to the profit. Comparing which option will be the most beneficial in terms of profit maximization.

Another measure aimed at increasing profit is reducing production costs (Table 6). Additional capital investments are also required to implement this measure. To determine which product's production cost needs to be reduced, it is necessary to calculate the maximum possible reduction in production costs (i.e., when investing 2.0 million UAH). Such preliminary calculations have already been made earlier (see Table 8, stage 3). Analyzing the initial data (Table 6), it is possible to assess the savings under the condition of reducing production costs (and therefore increasing profit) for each product

separately. But as in the previous situation, it is necessary to focus primarily on the maximum possible reduction in production costs.

This option for capital investment is the simplest, but under certain conditions, it may prove to be the most effective. However, different options for implementing capital investments are possible.

Analysis of Tables 5 and 6 shows that both the increase in volumes and the reduction in production costs are uneven. For example, by spending 0.75 million UAH, the production output of product B can be increased by 11%, and when investing 2.0 million UAH, only by 20%. The same situation applies to reducing production costs. Based on the analysis of these tables, by combining different options, it is possible to achieve more efficient investment of funds.

Several possible combined investment options need to be proposed and calculated to choose the best one or justify the feasibility of the simplest option. When choosing a particular combination, it is necessary to provide justification for why this combination was chosen. Comparative results of all proposed production change options under the condition of implementing capital investments should be presented in Table 9.

Stage 10. At the final stage of completing the calculation part, it is necessary to recalculate all the measures to be implemented and their sequence. In addition, it is necessary to calculate all changes in profit, production volumes, and production costs for each product and for the company as a whole.

As a result of the calculations, changes in the company's profit for each measure were as follows (Table 10).

Table 9

The change in profit resulting from the implementation of measures involving capital investment.

Activities, the implementation of which requires capital investments	The amount of capital investments, million UAH	Total increase in profit as a result of the implementation of measures, thousand UAH
Activity 1
Activity 2
Activity 3

Table 10

Summary table of suggested activities

Suggested activities	Increase in profit as a result of the implementation of measures, thousand UAH
1. Activities, the implementation of which does not involve capital investments	
1.1.
1.2.
2. Activities, the implementation of which involves additional capital investments	
2.1.
2.2.
Total profit growth	...

7. Criteria for evaluating course work

The performance of the coursework is evaluated according to a 100-point cumulative evaluation system. The rating evaluation of the course work contains formal and substantive criteria (Table 11).

Table 11

Criteria for evaluating course work

Evaluation criteria	Points
Formal criteria	
Correct formatting	5
Adherence to deadlines for submitting coursework	15
Ability to find necessary literature, use modern literature	10
Overall for formal criteria	30
Substantial criteria	
Justification of relevance	5
Correct formulation of goals and objectives	5

Relevance of content to the stated topic	5
Appropriateness of the chosen problem-solving method and accuracy of calculations	15
Logic and style of presentation of the theoretical part	10
Ability to generalize and draw conclusions	10
Overall for substantial criteria	50
Defense of coursework	
Mastery of information and ability to present material	10
Answers to questions	10
Overall for the defense of coursework	20
Total for the coursework	100

The maximum possible score for meeting the formal evaluation criteria for coursework is 30 points, and for substantial criteria, it's 50 points; the minimum required score is 55 points.

The defense of coursework is organized at the Department of Management, Logistics, and Innovation 1-2 weeks before the examination period according to the schedule approved by the department head.

The defense of coursework takes the form of a presentation of the completed coursework lasting 7-10 minutes, during which the student explains the purpose, objectives, and relevance of the research, briefly presents the material, the methodologies used, and the research findings, and answers questions from the committee members. The maximum possible score for the defense of coursework is 20 points; the minimum required score is 5 points.

The final grade for the coursework in the educational discipline "Management" is assigned according to a 100-point cumulative evaluation system.

8. Recommended literature

Main

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Appendices

Appendice A

Cover page design sample

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

Department of Management, logistics and innovations

(full name of the department)

COURSEWORK

Management

(the name of the academic discipline)

Topic: _____

Student(s) _____ course groope _____

Specialties 073 "Management" OP _____

(surname and initials)

Head _____

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Kharkiv – 2024

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EDUCATIONAL EDITION

MANAGEMENT

**Methodical recommendations
for completing course work
for students of higher education, specialty 073
"Management" of the educational program "Logistics"
first (bachelor) level**

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Subjects of coursework are presented and a summary of each topic is given. The initial data are presented and the tasks for the calculation part of the course work are formulated. Methodological recommendations for the performance of the calculation task are presented, which will contribute to the acquisition by future specialists of professional competences for solving management tasks.

Recommended for applicants of higher education, specialty 073 "Management" of the first (bachelor's) level "Logistics" educational program.

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