

Syllabus
of the educational component of the EQ
(conventional designation of EC in the educational program (EP))
(at the choice of applicants for education)

Management of innovations

The name of discipline:	Management of innovations
The level of higher education:	The first (bachelor's)
The course page in Moodle:	https://dl2022.khadi-kh.com/course/view.php?id=3824
The volume of the educational component	3 credits (90 hours)
The form of final control	Offset
Consultations:	On schedule
Name of the department:	Department of management
Language of instruction:	Ukrainian, English (if available)
The course leader:	Fedotova Irina Vladimirovna, Doctor of Economics, Associate Professor Bliznyuk Andrii Oleksandrovysh, PhD in Economics, Associate Professor
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Brief summary of the educational component:

The aim is to form a scientific outlook and special knowledge of the theory and practice of effective management of innovation activities of the organization in the changing conditions of the socio-economic environment.

Subject: integrated set of processes of innovation management in road transport enterprises or in other organizational and economic systems:

The main objectives of the discipline are:

- theoretical training of applicants and the formation of their skills in the field of management of innovative activities of the organization;
- study of organizational forms of innovative organizations, their structure, basic functions at different levels of the management hierarchy;
- formation of practical skills in the preparation and implementation of innovative and investment projects;
- mastering by students the basics of strategy and policy formation in the field of innovation;
- formation in future managers of modern ideas about the innovative nature of entrepreneurship, features and mechanism of innovative activity;
- acquaintance of applicants with domestic and foreign experience of innovative activity.

Competencies acquired by the applicant:

- the essence of innovation, innovation and innovation process;
- how innovation management systems are created;

- how to justify innovative solutions, including in conditions of uncertainty and risk;
- basics of innovation project management;
- organizational structures of innovation management;
- risks of innovation projects and their features;
- basics of innovation strategies formation at modern enterprises.

Learning outcomes in accordance with the educational program:

- identify promising areas of innovation activity;
- choose an innovation strategy;
- organize innovation activities at the enterprise;
- identify and assess the risks arising in the process of creating and using innovations;
- make decisions aimed at stimulating the innovation activity of the organization;
- to carry out business planning of innovative projects;
- develop stages of creation and implementation of innovative projects;
- determine the performance indicators of innovations and innovation projects;
- prospects for the development of theory and practice of innovation activity.

Prerequisites for studying the educational component:

the discipline is studied after studying the disciplines of the economic direction.

Competencies acquired by the applicant:

General competencies:

1. Ability to apply knowledge in practical situations.
2. Skills in the use of information and communication technologies.
3. Ability to learn and master modern knowledge.
4. Ability to adapt and act in a new situation.
5. Ability to generate new ideas (creativity).
6. Valuing and respecting diversity and multiculturalism.

Special (professional) competencies:

1. Ability to identify and describe the characteristics of the organization.
2. Ability to analyze the results of the organization's activities, compare them with the factors of influence of the external and internal environment.
3. Ability to determine the prospects for the development of the organization.
4. Ability to identify functional areas of the organization and the links between them.
5. Ability to manage the organization and its units through the implementation of management functions.
6. Ability to act socially responsible and consciously.
7. Ability to choose and use modern management tools.
8. Ability to evaluate the work performed, ensure their quality and motivate the staff of the organization.
9. Ability to create and organize effective communications in the management process.
10. Ability to analyze and structure the problems of the organization, to formulate reasonable solutions.

Learning outcomes in accordance with the educational program:

1. Demonstrate skills in identifying problems and justifying management decisions.
2. Describe the content of the functional areas of the organization.
3. Demonstrate organizational design skills.
4. Apply management methods to ensure the effectiveness of the organization.
5. Demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

Thematic plan

№	Titles of topics of lectures, practical works, independent work	Number of hours	
		ocular	ocular
1	Lec. The essence, development and basic concepts of innovation management	2	0,5
	PW Analysis of typical structures of innovation processes	2	-
	IW Evolution of the development of the theory of innovation activity	7	10
2	Lec. Innovation activity as an object of management	2	0,5
	PW Development of an innovative project of the enterprise	2	1
	IW The essence and content of innovation management techniques	7	11
3	Lec. State support of innovation processes	2	0,5
	PW Assessment, analysis and forecasting of organizational and technical level of production	2	-
	IW State regulation of international relations in the innovation sphere	7	10
4	Lec. Organizational forms of innovation activity	2	0,5
	PW Analysis of the effectiveness of interaction between structural units of the enterprise	2	-
	IW Characteristics and distinctive features of organizational structures of innovation management	7	10
5	Lec. Management of innovative development of the organization	2	0,5
	PW Evaluation of the effectiveness of the innovation project	2	-
	IW Interrelation of innovation strategy with phases of product life cycle	7	10
6	Lec. Innovation project management	2	0,5
	PW Justification of sources of financing of the innovation project	2	1
	IW Requirements for registration of innovative projects and creation of project groups	8	11
7	Lec. Risk management in innovation activity	2	0,5
	PW Determination of the type of competitive innovation behavior of the enterprise	2	-
	IW Mechanisms of innovation risk management	7	11
8	Lec. Evaluation of the effectiveness of innovation activities of the organization	2	0,5
	PW Choice of innovation strategy	2	-
	IW Cost effectiveness of innovation activities	8	11
Total	Lec.	16	4
	PW	16	2
	IW	58	84

Individual educational and research task (if available):

Methods of teaching:

- 1) verbal:
 - 1.1 traditional: lectures, explanations, storytelling, etc;
 - 1.2 interactive (non-traditional): problem lectures, discussions, etc;
- 2) visual: method of illustrations, method of demonstrations
- 3) practical:
 - 3.1 traditional: practical classes, seminars;
 - 3.2 interactive (non-traditional): business and role-playing games, trainings, seminars-discussions, "round table", brainstorming method.

Assessment system and requirements:

The specification, detailing of the criteria and assessment system, taking into account the specifics of the educational component, is carried out on the basis of the general criteria given in STVNZ 7.1-02: 2018 "Regulations on the organization of the educational process in KNADU"

(https://www.khadi.kharkov.ua/fileadmin/P_Ychebotdel/norm_dok/stvnz_7_1_02.pdf) and STVNZ 90.1-01: 2021 "Assessment of learning outcomes of higher education applicants" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz-90.1-01_2021.pdf).

Current academic performance

1 The current performance of applicants for the performance of educational activities in the classroom and for the performance of independent work is assessed using a four-point grading scale with the subsequent conversion to a 100-point scale. During the assessment of current progress, all types of work provided by the curriculum are taken into account.

1.1 Lectures are evaluated by determining the quality of specific tasks.

1.2 Practical classes are evaluated by the quality of the control or individual task, performance and design of practical work.

1.3 Laboratory classes are evaluated by the quality of laboratory reports.

1.4 Seminars are assessed by the quality of individual assignments / essays.

2 Evaluation of the current progress of higher education students is carried out at each practical lesson (laboratory or seminar) on a four-point scale ("5", "4", "C", "2") and recorded in the academic record.

- "excellent": the applicant has flawlessly mastered the theoretical material, demonstrates deep knowledge of the relevant topic or discipline, the main provisions;

- "good": the applicant has mastered the theoretical material well, has the main aspects of the primary sources and recommended literature, argumentatively presents it; has practical skills, expresses his thoughts on certain problems, but makes certain inaccuracies and errors in the logic of the presentation of theoretical content or in the analysis of practical content;

- "satisfactory": the applicant has basically mastered the theoretical knowledge of the subject or discipline, is oriented in the primary sources and recommended literature, but unconvincingly answers, confuses concepts, hesitates to answer additional questions, does not have stable knowledge; answering questions of a practical nature, shows inaccuracy in knowledge, is unable to evaluate facts and phenomena, to relate them to the future profession;

- "unsatisfactory": the applicant has not mastered the educational material of the topic (discipline), does not know scientific facts, definitions, is almost not oriented in primary sources and recommended literature, there is no scientific thinking, practical skills are not formed.

3 The final score for the current activity is recognized as the arithmetic mean of points for each lesson, for individual work, current control works according to the formula:

$$K^{cur} = \frac{K1+K2+\dots+Kn}{n},$$

where K^{cur} – final assessment of success based on the results of current control;

$K1, K2, \dots, Kn$ – assessment of the success of the current control measure;

n – number of current control measures.

The scores are converted into points according to the conversion scale (Table 1).

Table 1 – Conversion of the average score for the current activity into a multi-point scale

4-point scale	100- point scale	4- point scale	100- point scale	4- point scale	100- point scale	4- point scale	100- point scale
5	100	4,45	89	3,90	78	3,35	67
4,95	99	4,4	88	3,85	77	3,3	66
4,9	98	4,35	87	3,80	76	3,25	65
4,85	97	4,3	86	3,75	75	3,2	64
4,8	96	4,25	85	3,7	74	3,15	63
4,75	95	4,20	84	3,65	73	3,1	62
4,7	94	4,15	83	3,60	72	3,05	61
4,65	93	4,10	82	3,55	71	3	60
4,6	92	4,05	81	3,5	70	from 1,78 to 2,99	from 35 to 59
						retaking	
4,55	91	4,00	80	3,45	69	from 0 to 1,77	from 0 to 34
4,5	90	3,95	79	3,4	68	repeated study	

Final evaluation

1 A higher education student receives a credit at the last class of the discipline based on the results of the current assessment. The average grade for the current activity is converted into points on a 100-point scale, according to the conversion table (Table 1).

Applicants for higher education who have an average current grade in the discipline below "3" (60 points), in the last class can increase their current score by passing tests in the discipline.

Assessment of students' knowledge by testing is carried out on a scale:

- "Excellent": at least 90% of correct answers;
- "Very good": from 82% to 89% of correct answers;
- "Good": from 74% to 81% of correct answers;
- "Satisfactory": from 67% to 73% of correct answers;
- "Satisfactory enough": from 60% to 66% of correct answers;
- "Unsatisfactory": less than 60% of correct answers.

2 The condition for receiving credit is:

- working out of all missed classes;
- the average current grade in the discipline is not lower than "3" (60 points).

3 Additional points are awarded for individual independent work and participation in scientific events.

3.1 Additional points are added to the sum of points scored by the applicant for higher education for current educational activities (for disciplines, the final form of control for which is a test), or to the final grade in the discipline, the final form of control for which is an exam.

3.2 The number of additional points awarded for different types of individual tasks depends on their volume and significance:

- prizes in the discipline at the international / all-Ukrainian competition of scientific student works - 20 points;
- prize places in the discipline at the All-Ukrainian Olympiads - 20 points;

- participation in the international / all-Ukrainian competition of scientific student works - 15 points
- participation in international / all-Ukrainian scientific conferences of students and young scientists - 12 points;
- participation in all-Ukrainian Olympiads in the discipline - 10 points
- participation in Olympiads and scientific conferences of KNADU in the discipline - 5 points;
- performance of individual research (educational and research) tasks of increased complexity - 5 points.

3.3 The number of additional points may not exceed 20 points.

4 The learning outcome is evaluated (select the required):

- on a two-point scale (passed/not passed) according to Table 2;
- on a 100-point scale (for differentiated credit) according to Table 3.

The final score together with additional points may not exceed 100 points.

Table 2 - Scale of points conversion to the national evaluation system

On a 100-point scale	On the national scale
from 60 points to 100 points	credited
less than 60 points	unaccredited

Table 3 – Scale for assessing the knowledge of applicants based on the results of the final control of the discipline

Assessment in points	Assessment on the national scale		Evaluation on the ECTS scale	
	examination	offset	Assessment	Criteria
90-100	That's great	Credited	A	The theoretical content of the course is mastered completely, without gaps, the necessary practical skills of working with the mastered material are formed, all the training tasks provided by the training program are completed, the quality of their implementation is estimated by the number of points close to the maximum
80-89			B	The theoretical content of the course is mastered completely, without gaps, the necessary practical skills of working with the mastered material are basically formed, all the training tasks provided by the training program are completed, the quality of most of them is estimated by the number of points close to the maximum
75-79			C	The theoretical content of the course is fully mastered, without gaps, some practical skills of working with the mastered material are insufficiently formed, all the training tasks provided by

				the curriculum are completed, the quality of any of them is not assessed by the minimum number of points, some types of tasks are performed with errors
67-74	Satisfactory		D	The theoretical content of the course is partially mastered, but the gaps are not significant, the necessary practical skills of working with the mastered material are basically formed, most of the training tasks provided by the curriculum are completed, some of the completed tasks may contain errors
60-66			E	The theoretical content of the course is partially mastered, some practical skills have not been formed, many of the training tasks provided by the curriculum have not been completed, or the quality of some of them is estimated by the number of points close to the minimum.
35-59	Unsatisfactory	Not credited	FX	The theoretical content of the course is partially mastered, the necessary practical skills have not been formed, most of the learning tasks provided by the curriculum have not been completed, or the quality of their implementation is estimated by the number of points close to the minimum; with additional independent work on the course material, it is possible to improve the quality of learning tasks (with the possibility of repeating)
0-34			F	The theoretical content of the course has not been mastered, the necessary practical skills have not been formed, all completed training tasks contain gross errors, additional independent work on the course material will not lead to any significant improvement in the quality of training tasks (with a mandatory repeated course)

Course policy:

- the course involves teamwork, the environment in the classroom is friendly, creative, open to constructive criticism;
- mastering the discipline involves mandatory attendance of lectures and practical classes, as well as independent work;
- independent work involves the study of individual topics of the discipline, which are submitted in accordance with the program for independent study, or were considered briefly;
- all tasks provided by the program must be completed on time;

- if the applicant for higher education is absent from classes for a valid reason, he presents the completed tasks during independent preparation and consultation of the teacher;

- the course work must be defended no later than one week before the start of the examination session (indicated if available);

- while studying the course, higher education students must adhere to the rules of academic integrity set out in the following documents: "Rules of academic integrity of participants in the educational process of KhNADU" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_67_01_dobroch_1.pdf) "Academic integrity. Checking the text of academic, scientific and qualification works for plagiarism"

- (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_85_1_01.pdf),

- "Moral and ethical code of participants of the educational process of KhNADU" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_67_01_MEK_1.pdf).

- in case of detection of the fact of plagiarism, the applicant receives 0 points for the task and must repeat the tasks provided in the Syllabus;

- cheating during tests and exams is prohibited (including using mobile devices). Mobile devices are allowed to be used only during online testing.

Recommended literature:

1. Basic literature

1.1. On innovation activity: Law of Ukraine of 04.07.2002 № 40-IV. URL: <https://zakon.rada.gov.ua/laws/show/40-15#Text>.

1.2. On Priority Areas of Innovation Activity in Ukraine. Law of Ukraine dated 08.09.2011 № 3715-VI URL: <https://zakon.rada.gov.ua/laws/show/3715-17#Text>.

1.3. On special regime of investment and innovation activity of technology parks. Law of Ukraine of 16.07.1999 № 991-XIV URL: <https://zakon.rada.gov.ua/laws/show/991-14#Text>.

1.4. Bezgin K.S., Klymenko Y.M.. Management of innovations: Textbook / Ed. by K.S. Bezgin. Vinnytsia: DonNU, 2017. 207 c.

1.5. Innovative management: textbook / P.P. Mykytyuk, V.Y. Brych, M.M. Shkilnyak, Y.I. Mykytyuk. Ternopil: Econ. Thought of TNEU, 2019. 518 c.

1.6. Innovative development of the enterprise [text]: textbook / Pugach A.M., Demchuk N.I., Dovgal O.V., Kryuchko L.S., Tyaglo N.V. Mykolaiv: FOP Shvets V.M., 2018. 348 c.

1.7. Stadnyk V.V., Holovchuk Y.O. Innovation management based on the development of partnership relations of the enterprise: monograph. Kamianets-Podilskyi: LLC "Printing House "Ruta", 2020. 232 c.

1.8. Stoyko I.I. Innovation management. Study guide. Ternopil, Ivan Pului TNTU, 2016. 200 c

1.9. Cherep A.V., Pulina T.V., Cherep O.G. Innovation management: textbook / Kyiv: Condor, 2018. 442 c.

1.10. Biazzo S., Filippini R. Product Innovation Management. Springer, 2021. 194 p.

1.11. Dodgson M. Innovation Management: A Research Overview. Routledge, 2021. 80 p.

1.12. Innovation Management in the Intelligent World / T.U. Daim, D. Meissner (Eds.). Springer, 2020. 448 p.

2. Additional sources:

- 2.1. Strategy for the development of innovation activities for the period up to 2030. Approved by the Order of the Cabinet of Ministers of Ukraine dated July 10, 2019 No. 526-p. URL: <https://zakon.rada.gov.ua>
- 2.2. Zabarna E.M., Shchekina E.Y. System of organizational and managerial innovations in the development of modern regions of Ukraine: monograph. Kherson: Oldie-plus, 2019. 244 c.
- 2.3. Zablotskyi B.F. Innovation management: textbook. Lviv: New World-2000, 2017. 456 c.
- 2.4. Kopytko M. Innovation management: a textbook for self-study of the discipline in diagrams and tables. Lviv: Lviv State University of Internal Affairs, 2019. 292 c.
- 2.5. Stadnyk V.V. Innovation management: textbook. Kyiv: Academvydav, 2016. 464 c.
- 2.6. Fedotova I.V. Formation and selection of the portfolio of innovative projects of the enterprise. Economics of the transport complex. 2016. Issue 27. p. 88-105.
- 2.7. Fedotova I.V. Model of a viable system of management of innovative activity of the enterprise. Economics of the transport complex. 2016. Issue 28. C.17-29
- 2.8. Innovation Systems, Policy and Management /J. Niosi (Ed.). Cambridge: Cambridge University Press, 2018. 512 p.
- 2.9. Revolution of Innovation Management / Brem A., Viardot E. (eds.). Palgrave Macmillan, 2017. 263 p.
- 2.10. distance course:
<https://dl.khadi.kharkov.ua/course/view.php?id=715#section-0>
- 2.11. Free library. URL: <http://www.management.com.ua>.
- 2.12. Library of scientific works of leading publishers. URL: <https://link.springer.com/>; www.emeraldinsight.com/md.htm; www.interscience.wiley.com
- 2.13. Online training materials. URL: <https://pidru4niki.com/menedzhment/> ; <https://pidru4niki.com/ekonomika/>.
- 2.14. Vernadsky National Library of Ukraine. URL: <http://www.nbuv.gov.ua/node/901>.
- 2.15. Education.ua. Management. URL: <https://osvita.ua/vnz/reports/management/>.
- 2.16. Official website of the United Nations Department of Statistics [Electronic resource]. URL: <http://unstats.un.org/unsd/default.htm>.
- 2.17. Official website of the State Statistics Service of Ukraine [Electronic resource]. URL: <http://ukrstat.gov.ua>.
- 2.18. Official website of the Ministry of Economic Development and Trade of Ukraine. URL: <http://me.kmu.gov.ua>.
- 2.19. Official website of the World Economic Forum. URL: <http://www.weforum.org>.
- 2.20. Official website of the Fund for Peace. URL: <http://www.fundforpeace.org/global>.
- 2.21. Center for Financial and Economic Research. Library. URL: http://www.economics.in.ua/p/blog-page_45.html.
- 2.22. IDEAS bibliographic database <https://ideas.repec.org/>
- 2.23. The Innovation Portal. URL: <http://www.innovation-portal.info/books/>
- 2.24. The Manager. URL: www.themanager.org

Developer (developers)
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