

**Syllabus**  
**educational component**  
(by the selection of applicants for education)

***Corporate management***

Discipline name:	Corporate management
Level of higher education:	second (master's degree)
Course page in Moodle:	<a href="https://dl2022.khadi.kharkov.ua/course/view.php?id=60">https://dl2022.khadi.kharkov.ua/course/view.php?id=60</a>
Scope of the educational component:	4 credits (120 hours)
Final control form:	Credit
Consultations:	according to the schedule
Department name:	Department of Management
Language of teaching:	English
Head of the course:	Bocharova Nadiia Avakivna Candidate of Economic Sciences, associate professor
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**Summary of the educational component:**

**The goal** is the formation of economic and legal competences in students regarding management, organization, and regulation of relations between interested parties in the corporate governance system under the condition of increasing the efficiency of the functioning of a corporate-type enterprise as a business entity in a market economy.

**Subject:** methodical, informational and organizational-methodical support of corporate management in market conditions.

**The main tasks of studying an academic discipline are:**

- formulation of the students' set of knowledge, skills and ideas on the organization and management of the corporation;
- mastering the financial mechanisms of managing a corporation, a joint-stock company;
- mastering the tools and methods of forming corporate development strategies for managing a joint-stock company;
- acquisition of ideas and practical skills of applying corporate management models and methods to support decision-making on improving

functional activity or management organization in applied areas.

**As a result of studying the discipline, the student should know:**

- subject, purpose and tasks of corporate management;
- the place and role of corporate management in the general system of enterprise management;
- national and international standards of corporate governance;
- models of corporate governance;
- external and internal factors influencing the strategy of corporate management;
- economic and legal principles of the activities of the bodies that carry out corporate management of the enterprise;
- functions, powers and organization of the general meeting of shareholders, the supervisory board, the board, the audit commission;
- concept of corporate finance and features management of financial resources of the joint-stock company;

**be able:**

- to possess the methods and means of making management decisions in the corporate management system;
- to introduce international standards into the practice of corporate management of Ukrainian enterprises;
- adapt corporate governance models to the peculiarities of Ukrainian practice;
- predict and critically evaluate the possible directions of development of corporate enterprises;
- to organize the implementation of strategic, tactical, operational plans of the joint-stock company in order to increase the efficiency of their activities;
- determine the functional duties of the officials of the joint-stock company;
- implement methods of protection of shareholders' rights and control over shareholder property;
- analyze the structure of share ownership and types of control over share ownership;
- conduct an analysis of the financial state of the corporate enterprise;
- use methods and procedures of reorganization of joint-stock companies;

**have an idea about:**

- drafts of statutes and internal regulations of corporate enterprises taking into account national corporate legislation;
- planning stages of creation of a corporate enterprise;
- substantiation of plans for the transformation of corporate enterprises and their implementation within the limits of national legislation.

**Prerequisites for studying the educational component:** the discipline is studied after studying the disciplines of the economic direction.

**Competences acquired by the student:**

**General competences:**

1. Ability to conduct research at an appropriate level.
2. Ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge/types of economic activity).
3. Ability to motivate people and move towards a common goal.
4. Ability to generate new ideas (creativity).

**Special (professional) competences:**

1. Ability to choose and use concepts, management methods and tools, including in accordance with international standards.
2. Capacity for self-development, lifelong learning and effective self-management.
3. Ability to create and organize effective communications in the management process.
4. The ability to form leadership qualities and demonstrate them in the process of managing people.
5. Ability to develop projects, manage them, show initiative and entrepreneurship.
6. Ability to use psychological technologies for working with personnel.
7. The ability to analyze and structure organizational problems, make management decisions and provide conditions for their implementation.
8. Ability to manage the organization, its changes.

**Program Learning Outcomes:**

1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions.
2. To design effective management systems of organizations.
3. Have the skills to make, substantiate and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.
4. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks.
5. Provide personal professional development and planning of own time.
6. To be able to delegate authority and management of the organization (subdivision).

**Thematic plan**

№ topic	Name of topics (L, LW, PW, IT, IW)	Number of hours
		full-time
1	L. The essence and concept of corporate governance	4
	PW. Assessment of the company's equity capital	4
	IW. Mechanism of corporate governance	9
2	L. Corporate formations and their role in the national economy	4
	SR External середовище корпоративного Administration	9
3	L. Models of corporate governance	4
	PW. Designing of the company structure of the supervisory board	4
	SR Corporate institutions and problems of property rights protection	9
4	L. National and international standards of corporate governance	4
	IW. International standards of corporate governance	9
5	LC Governing bodies of joint-stock companies	4
	PW. Preparation for the general meeting of shareholders	4
	IW. Disclosure corporate information about activities	9
6	L. Formation of the strategy of corporate enterprises	4
	IW. Risks of creation and functioning of corporate	9
7	L. Financial management of corporations	4
	PW. Drafting of regulations on the structural division of the company	4
	IW. Material, technical and financial flows in corporations	9
8	L. Assessment of the quality of corporate governance	4
	IW. Securities of the joint-stock company	9
<b>Total</b>	L	32
	PW (LW, IT)	16
	IW	72

**Individual educational and research task:** not provided.

### **Methods of learning:**

1) verbal:

1.1 traditional: lectures, explanations, stories;

1.2 interactive (non-traditional): problem lectures, discussions, etc.;

- 2) visual: the method of illustrations, the method of demonstrations;
- 3) practical:
  - 3.1 traditional: practical classes, seminars;
  - 3.2 interactive (non-traditional): business games, trainings, seminars-discussions, "round table", analysis of real problems, brainstorming method.

## **Evaluation system and requirements:**

### **Current academic performance**

1 The current success of applicants for the performance of educational types of work in training sessions and for the performance of independent work tasks is evaluated using a four-point rating scale with subsequent transfer to a 100-point scale. During the evaluation of the current academic performance, all types of work stipulated in the training program are taken into account.

1.1 Lecture classes are evaluated by determining the quality of performance of specified tasks.

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

1.3 Seminar classes are evaluated by the quality of the performance of an individual task/abstract.

2 Evaluation of the current performance of higher education applicants is carried out at each practical session on a four-point scale ("5", "4", "3", "2") and entered in the log of academic performance:

- «excellent»: the applicant flawlessly mastered the theoretical material, demonstrates in-depth knowledge of the relevant topic or academic discipline, the main provisions;

- «good»: the applicant has mastered the theoretical material well, possesses the main aspects from primary sources and recommended literature, presents it in a reasoned manner; has practical skills, expresses his thoughts on certain problems, but certain inaccuracies and errors are assumed in the logic of the presentation of theoretical content or in the analysis of practical material;

- «satisfactory»: the applicant has mainly acquired theoretical knowledge of the educational topic or discipline, orients himself in primary sources and recommended literature, but answers unconvincingly, confuses concepts, answers additional questions uncertainly, does not have stable knowledge; when answering questions of a practical nature, reveals inaccuracy in knowledge, does not know how to evaluate facts and phenomena, connect them with the future profession;

- «unsatisfactory»: the applicant has not mastered the educational material of the topic (discipline), does not know scientific facts, definitions, hardly orients himself in primary sources and recommended literature, lacks scientific thinking, practical skills are not formed.

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

$$K^{current} = \frac{K_1 + K_2 + \dots + K_n}{n},$$

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

$K_1, K_2, \dots, K_n$  – evaluation of the success of the current control measure;

$n$  – number of measures of current control.

Grades are converted into points according to the calculation scale (table 1).

**Table 1** – Recalculation of the average grade for the current activity into a multipoint 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
						re-compilation	
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 An applicant of higher education receives a credit in the last lesson in the discipline based on the results of the current evaluation. The average score for the current activity is converted into points on a 100-point scale, according to the conversion table (table 1).

Applicants of higher education who have an average current score in the discipline lower than "3" (60 points) can increase their current score in the last session by taking tests in the discipline.

Evaluation of knowledge of applicants by means of testing is carried out according to a scale:

- «Excellent»: not less than 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 conditions for receiving a credit are:
  - making up all missed lessons;
  - average current grade in the discipline not lower than "3" (60 points).
- 3 For performing individual independent work and participating in scientific events, applicants are awarded additional points.
  - 3.1 Additional points are added to the sum of points scored by the student of higher education for the current educational activity.
  - 3.2 The number of additional points awarded for different types of individual tasks depends on their volume and importance:
    - prize places 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 the KhNAHU in the discipline – 5 points;
    - performance of individual scientific and research (educational and research) tasks of increased complexity – 5 points.
  - 3.3 The amount of additional points may not exceed 20 points.
- 4 The learning result is evaluated:
  - on a two-point scale (passed/failed) according to Table 2;
  - on a 100-point scale according to Table 3.

**Table 2** – The scale for transferring points to the national evaluation system

<b>100-point scale</b>	<b>National scale</b>
from 60 points to 100 points	credited
less than 60 points	not credited

The final score, together with additional points, cannot exceed 100 points.

**Table 3**– The scale for evaluating the knowledge of students based on the results of the final control of the academic discipline

Score in points	Evaluation on a national scale credit	Evaluation according to the ECTS scale	
		Evaluation	Criteria
<b>90-100</b>	Credited	<b>A</b>	The theoretical content of the course is fully mastered, without gaps, the necessary practical skills for working with the mastered material are formed, all educational tasks stipulated in the training program have been completed, the quality of their performance was evaluated with a number of points close to the maximum
<b>80–89</b>		<b>B</b>	The theoretical content of the course is fully mastered, without gaps, the necessary practical skills for working with the mastered material are mainly formed, all educational tasks stipulated in the training program have been completed, the quality of performance of most of them was evaluated with a number of points close to the maximum
<b>75-79</b>		<b>C</b>	The theoretical content of the course is fully mastered, without gaps, some practical skills of working with the mastered material are insufficiently formed, all educational tasks stipulated in the training program have been completed, the quality of performance of none of them has been evaluated with the minimum number of points, some types of tasks have been completed with errors
<b>67-74</b>		<b>D</b>	The theoretical content of the course is partially mastered, but the gaps are not of a significant nature, the necessary practical skills for working with the mastered material are basically formed, most of the educational tasks stipulated in the training program have been completed, some of the completed tasks may contain errors



Score in points	Evaluation on a national scale	Evaluation according to the ECTS scale	
		Evaluation	Criteria
	credit		
<b>60–66</b>		<b>E</b>	The theoretical content of the course is partially mastered, some practical work skills have not been formed, many educational tasks stipulated in the training program have not been completed, or the quality of some of them has been evaluated with a number of points close to the minimum
<b>35–59</b>	Not credited	<b>FX</b>	The theoretical content of the course is partially mastered, the necessary practical work skills have not been formed, most of the educational tasks stipulated in the training program have not been completed, or the quality of their performance has been evaluated with a number of points close to the minimum; with additional independent work on the course material, it is possible to improve the quality of the performance of educational tasks (with the possibility of re-compilation)
<b>0–34</b>		<b>F</b>	The theoretical content of the course has not been mastered, the necessary practical work skills have not been formed, all completed educational tasks contain gross errors, additional independent work on the course material will not lead to any significant improvement in the quality of the performance of educational tasks (with a mandatory repeat course)

### Course policy:

- the course involves working in a team where the environment is friendly, creative, open to constructive criticism;
- mastering the discipline involves mandatory attendance at lectures and practical classes, as well as independent work;
- independent work involves the study of certain topics of the discipline that are made in accordance with the program for independent processing, or were considered briefly, providing answers to theoretical questions and test tasks;
- all the tasks stipulated in the training program must be completed in due time;
- if the student is absent from the classes for good reason, he or she presents

the tasks completed during the independent preparation and consultation of the teacher;

– while studying the course, students must adhere to the rules of academic integrity set forth in the following documents: "Rules of academic integrity of participants in the educational process of the KhNAHU" ([https://www.khadi.kharkov.ua/fileadmin/P\\_Standart/pologeniya/stvnz\\_67\\_01\\_dobroch\\_1.pdf](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 papers for plagiarism" ([https://www.khadi.kharkov.ua/fileadmin/P\\_Standart/pologeniya/stvnz\\_85\\_1\\_01.pdf](https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_85_1_01.pdf)), "The moral and ethical code of participants of the educational process of the KhNAHU" ([https://www.khadi.kharkov.ua/fileadmin/P\\_Standart/pologeniya/stvnz\\_67\\_01\\_MEK\\_1.pdf](https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_67_01_MEK_1.pdf)).

– in the case of detection of plagiarism, the applicant receives 0 points for the task and must re-perform the tasks provided for in the syllabus; – write-offs during control work are prohibited (including using mobile devices). Mobile devices are allowed to be used only during online testing.

#### **Recommended literature:**

1. Bloomfield S. Absolute Essentials of Corporate Governance. London: Routledge. 2021. 122 p.
2. Corporate Governance A Complete Guide. New Delhi: The Art of Service - Corporate Governance Publishing. 2020. 321 p.
3. Directors' Handbook on corporate governance. Corporate Executive Management (Latest Editions).. New Delhi: Institute of Directors IOD. 2019. 177 p.
4. Larcker D.F., Tayan B. Corporate Governance Matters: A Closer Look at Organizational Choices and Their Consequences (3rd Edition). London: Pearson. 2020. 528 p.
5. Nordberg D. Art in Corporate Governance: a Deweyan Perspective on Board Experience. *Philosophy of Management*. 2021. 20. p. 337-353.
6. Praveen K., Zattoni A. Ownership structure, corporate governance and institutional environment: Going beyond managerial opportunism and the principal-agent framework. *Corporate Governance: An International Review* . 2018. 26 (2). P. 82-83.
7. Solomon J. Corporate Governance and Accountability, 5th Edition. London: Wiley. 2020. 336 p.
8. Tricker B. Corporate Governance 3/e (IE). New Delhi: Oxford University Press. 2018. 560 p.
9. Tricker B. Corporate governance international edition-2020. New Delhi: Oxford University Press. 2021. 568 p.
10. N. Bocharova, Ia. Levchenko, K. Dokunina, A. Popova, O. Diegtiar. Programming of corporate social responsibility development of an enterprise. Oleg Diegtiar, Maksym Bezpartochnyi, Iryna Nadtochii, Olena Pulianovych, Olena Skakalina Problems and prospects of development of the road transport

complex: financing, management, innovation, quality, safety – integrated approach: monograph / I. Dmytriiev, Ia. Levchenko and others. Kharkiv: PC TECHNOLOGY CENTER, 2021. P. 135-151.

**Additional sources:**

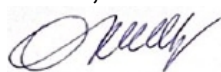
1. Distance course:  
<https://dl2022.khadi.kharkov.ua/course/view.php?id=60www.managementcom.ua>.
2. National Library of Ukraine named after Vernadskyi. URL:  
<http://www.nbuv.gov.ua>
3. Osvita.ua. Management. URL:  
<https://osvita.ua/vnz/reports/management/>
4. Center for financial and economic scientific research. Library. URL:  
[http://www.economics.in.ua/p/blog-page\\_45.html](http://www.economics.in.ua/p/blog-page_45.html)
5. Educational materials online. URL:  
<https://pidru4niki.com/menedzhment/>;  
<https://pidru4niki.com/marketing/>; <https://textbook.com.ua/marketing/>;  
<http://eclib.net/21/index.html>;  
<http://www.management.com.ua/marketing/mark165.html>
6. TRADING ECONOMICS. URL: <https://tradingeconomics.com>
7. Official website of the State Statistics Service of Ukraine [Electronic resource]. URL: <http://ukrstat.gov.ua>
8. Official website of the Department of Statistics of the United Nations [Electronic resource]. URL: <http://unstats.un.org/unsd/default.htm>
9. Official website of the Ministry of Economic Development and Trade of Ukraine. URL: <http://me.kmu.gov.ua>
10. Official website of the World Economic Forum. URL:  
<http://www.weforum.org>

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