

**National Aviation University**  
**Faculty of Transport, Management and Logistics**  
**Department of Management of Foreign Economic Activity of the Enterprise**



APPROVED by  
 Head of Department  
 of Management of FEAE  
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## SYLLABUS

### "MANAGEMENT OF ECONOMIC ACTIVITY OF THE ENTERPRISE"

**Field of knowledge:** «Management and administration»  
**Specialty:** 073 «Management»  
**Educational and professional program:** «Management of organization and administration (by type of economic activity)»  
**Educational and professional program:** «Management of foreign economic activity»  
**Degree of higher education -** Bachelor

**Course – 2**

**Semester – 3**

**Number of hours / credits ECTS – 165/5,5**

**Form of education – full-time**

**Normative / selective – normative**

**The scope of discipline**

Types of classes		Number of hours
Lectures		34
Practical classes		34
Individual work		97
<b>Lecturers:</b>	Kyrylenko Oksana Mykolayivna, doctor of economic sciences, prof. Novak Valentina Oleksiivna, candidate of economic sciences, prof. Razumova Kateryna Mykolayivna, doctor of economic sciences, prof.	
<b>Contact phone</b>	406-76-47, 406-68-84	
<b>E-mail</b>	gurina_gs@ukr.net	
<b>Consultations</b>	Tuesday, Wednesday (10.00-12.00) 1 i 2 week. Consultations are conducted online during the quarantine period.	
<b>Work program of the discipline</b>	РБ-6-073/16-3.1.1 РБ-6-073/16-2.2.1	

## **1. Abstract of the academic discipline**

The discipline "Management of economic activity of enterprises" occupies an important place in the system of economic education and is one of the profile disciplines in training specialists in the field of organizational management and management of foreign economic activity of enterprises, aimed at studying business management processes.

The academic discipline is aimed at gaining knowledge in the field of 07 "Management and Administration" by the students and the formation of their professional competencies.

### **General competencies:**

GC 1. Ability to abstract thinking, analysis, synthesis.

GC 2. Ability to apply knowledge in practical situations.

GC 3. Knowledge and understanding of the subject area and understanding of professional activity.

GC 4. Ability to communicate in the state language both orally and in writing.

GC 5. Ability to adapt and act in a new situation.

GC 6. Adherence to ethical principles both in terms of professional honesty and in terms of understanding the possible impact of management achievements on the social sphere.

GC 7. Ability to analyze the financial, material and technical, personnel provision of the enterprise activity process.

GC 8. Definition of functional areas of the organization and their interaction (procurement, production, logistics, marketing, finance, human resources).

GC 9. Ability to organize and control the implementation of the production program and the implementation of economic policy of the enterprise, organization and control of activities.

### **Professional competences:**

PC 1. Ability to analyze the results of the organization's activity, to compare them with the factors of external and internal environment.

PC 2. Ability to manage the organization and its departments through the implementation of management functions.

PC 3. Ability to act socially responsibly and consciously.

PC 4. Ability to choose and use modern management tools.

PC 5. Ability to work in a team and establish interpersonal interaction in solving professional problems.

PC 6. Ability to evaluate the work performed, ensure their quality and motivate the staff of the organization.

PC 7. Understanding the essence of management principles and the ability to apply them to solve management problems.

PC 8. Ability to analyze economic phenomena, based on theoretical knowledge of management and economics.

PC 9. Ability to evaluate the activities of the enterprise and find appropriate ways to improve it.

PC 10. Ability to understand and skillfully use mathematical and numerical methods that are often used in economics and management.

PC 11. Ability to perform experiments independently, as well as to describe, analyze and critically evaluate experimental data.

PC 12. Ability to solve a wide range of problems and tasks in the field of enterprise management by understanding their fundamentals and using both theoretical and practical methods.

PC 13. Ability to learn new areas through self-study, using the acquired economic and managerial knowledge.

PC 14. Ability to identify and analyze the micro and macro environment for the implementation of managerial functions of the manager.

## **2. The purpose and objectives of the academic discipline "Management of economic activity of enterprises"**

**The purpose of the discipline is:** to give students knowledge of the theoretical foundations of production management and practical ability to use different types and methods of objective assessment of economic processes and end results, identification of factors and reserves of production to justify the proposal for appropriate management decisions.

**Tasks** of studying the discipline:

- substantiation of strategy and tactics of enterprise development;
- increasing the scientific and economic feasibility of business plans;
- objective and comprehensive study of the implementation of business plans and standards (in the process of their development);
- determination of economic efficiency of use of material, labor, financial resources;
- control over the implementation of requirements for commercial payments for services and the identification of internal reserves at all stages of production;
- substantiation and implementation of optimal management decisions.

## **3. Learning outcomes**

As a result of studying this academic discipline the student should:

**Know:**

- the role and purpose of economic analysis in the management system;
- principles of management of economic activity of the enterprise;

**Be able to:**

- freely navigate the issues of the course as an essential part of enterprise management;
- skillfully conduct economic analysis of economic activity of the enterprise;
- to substantiate, on the basis of the conducted economic analysis, concrete measures of elimination of undesirable results for administrative decisions in economic activity.

**Have practical skills to:**

- independent use of the latest approaches to the analysis of economic activity of the enterprise;
- application of enterprise management methods;

## **4. Prerequisites for studying the discipline**

The academic discipline "Management of economic activity of enterprises" is based on knowledge of such disciplines as: "Macroeconomics and Microeconomics", "Business Law" and is the basis for the study of such disciplines as: "Management Controlling", "International Business".

## 5. Educational and methodical and technical provision of the academic discipline

Table 5.1.

№	Title	Code of topics according to the thematic plan	Amount
1.	Slides, posters	1.2 -1.6, 2.1-2.7	1 copy and electronic version
2.	Methodical recommendations for performing of modular control work №1, №2	1.7, 2.9	1 copy and electronic version

## 6. Methodical map of the academic discipline

Table 6.1.

Week of the lesson (according to the schedule of the educational process)	Title of the topic / Literature, information resources on the topic	Types of classes / amount of hours	Methods of education	Methods of control, evaluation criteria and points (min-max)	Tasks for practical (individual) work (specify methodical guidelines for implementation), literature	Deadlines
<b>Module №1 "Conceptual bases of management of economic activity of the enterprise"</b>						
		Lectures/ hours	Lecture			
1-2	Fundamentals of management of the enterprise as a business entity	4	Information and notification method, explanatory method and formation of GC1, GC8, GC9, PC3, PC7, PC10, PC11, PC12,	Method of self-control	Identify the goals and directions of activities of the enterprise.  Classification and structure of modern enterprises.	1-2 week
3-4	Management of fixed capital of the enterprise	4	Information and notification method, explanatory method and formation of GC7, GC8, GC9, PC7, PC10, PC11, PC12, PC14	Method of self-control	Characteristics of tangible assets of the enterprise.  Classification and structure of fixed assets of the enterprise and their evaluation.	3-4 week
5-6	Management of working capital of the enterprise	4	Information and notification method, explanatory method and formation of GC5, GC8, GC7, PC7, PC11, PC10, PC12, PC14	Method of self-control	General characteristics of working capital of the enterprise.  Indicators of efficiency of working capital of the enterprise.	5-6 week
7-8	Enterprise personnel management	4	Explanatory-illustrative method, information-notification	Method of self-control	Personnel productivity management.  Determining the	7-8 week

			method, explanatory method and formation of GC7, GC8, GC9, PC8, PC11		number of certain categories of personnel of an industrial enterprise.	
9	Management of marketing activities of the enterprise	2	Explanatory-illustrative method, information-notification method, explanatory method and formation of GC5, GC6, GC8, GC9, PC6, PC10, PC11, PC12, PC13	Method of self-control	Comprehensive market research. Marketing product policy of the enterprise.	9 week
10	Enterprise cost management	2	Explanatory-illustrative method, information-notification method, explanatory method and formation of GC2, GC6, GC7, GC8, GC9, PC10, PC11, PC12, PC14	Method of self-control	Production estimate and cost of goods sold.	10 week
11	Module control work №1	2	Methods of control	Execution of module control work 0-11 points	Preparation for MCW №1	11 week
		<b>Practical classes / hours</b>				
1-2	Fundamentals of management of an enterprise as an economic entity	2	Information and notification method, explanatory method and formation of GC1, PC3, PC7, PC10, PC11, PC12, PC14	Methods of self-control: test; Answers during practical classes: 0-3 points; Answers to test tasks: 0-3 points	Management of economic activity of an enterprise: essence, content and forms of manifestation.	1-2 week
3-4	Fixed capital management of an enterprise	2	Information and notification method, explanatory method and formation of GC7, PC7, GC8, GC9, PC10, PC11, PC12, PC14	Methods of self-control: test; Answers during practical classes: 0-3 points; Answers to	Management of production capacity of an enterprise.  Depreciation, amortization and reproduction of fixed assets of an enterprise.	3-4 week

				test tasks: 0-3 points		
5-6	Working capital management of an enterprise	2	Information and notification method, explanatory method and formation of GC5, GC8, GC9, PC7, PC11, PC10, PC11, PC12	Methods of self-control: test; Answers during practical classes: 0-3 points; Answers to test tasks: 0-3 points	Net working capital and current financial needs of an enterprise.  Accelerating the turnover of working capital	5-6 week
7-8	Enterprise personnel management	2	Explanatory-illustrative method, information-notification method, explanatory method and formation of GC7, GC8, GC9, PC8, PC11, PC10, PC13, PC12, PC14	Methods of self-control: test; Answers during practical classes: 0-3 points; Answers to test tasks: 0-3 points	Modern personnel management system.  Motivation of labor activity of employees of an enterprise. Remuneration: essence, functions, state policy and general organization.	7-8 week
9	Marketing activity management of an enterprise	2	Explanatory-illustrative method, information-notification method, explanatory method and formation of GC5, GC6, GC8, GC9, PC6, PC10, PC13, PC11, PC12, PC14	Methods of self-control: test; Answers during practical classes: 0-3 points; Answers to test tasks: 0-3 points	Marketing pricing policy of an enterprise. Marketing sales policy of an enterprise.	9 week
10	Enterprise cost management	6	Explanatory-illustrative method, information-notification method, explanatory method and formation of GC2, GC6, GC7, GC8, GC9, PC10, PC11, PC12, PC14	Methods of self-control: test; Answers during practical classes: 0-3 points; Answers to test tasks: 0-3 points	Approaches to calculating the cost of individual products. Strategy and ways to reduce current costs.	10 week
<b>Total for module №1</b>				0-44 points		

**Module №2 " Management of certain aspects of economic activity of an enterprise "**

		Lecture s/hours	Lecture			
12	Enterprise profit management	2	Explanatory-illustrative method, information-notification method, explanatory method and formation of GC2, GC7, GC8, GC9, PC4, PC6, PC 9, PC 12, PC 13	Method of self-control, self-analysis	Formation of a pricing policy of an enterprise. The essence and principles of profit distribution.	12 week
13	Management of a value and a structure of capital of an enterprise	2	Explanatory-illustrative method, information-notification method, explanatory method, explanatory-motivational method and formation of GC3, GC5, GC6, PC 6, PC7, PC8, PC9, PC 13, PC 14	Method of self-control, self-analysis	The essence and basic principles of capital valuation. Valuation of equity. Estimation of the cost of borrowed capital. Financial leverage.	13 week
14	Management of investment activity of an enterprise	2	Explanatory-illustrative method, information-notification method, explanatory method, explanatory-motivational method and formation of GC2, GC7, GC8, GC9, PC4, PC6, PC 9, PC 12, PC14	Method of self-control, self-analysis	The concept of investment and investment activities of an enterprise. Investment market and its infrastructure	14 week
15	Risk management of economic activity of an enterprise	2	Explanatory-illustrative method, information-notification method, explanatory method, explanatory-motivational method and	Method of self-control, self-analysis	Financial risk of an enterprise as an object of management. Methods of risk assessment. Risk management	15 week

			formation of GC2, GC7, GC8, GC9, PC4, PC6, PC 10, PC 11, PC 12, PC 14			
16	Management of economic activity of an enterprise in a state of crisis	2	Explanatory-illustrative method, information-notification method, explanatory method, explanatory-motivational method and formation of GC6, GC7, GC8, GC9, PC3, PC9, PC 10, PC 12, PC 14	Method of self-control, self-analysis	Regulation of a crisis state of an enterprise.	16 week
		<b>Practical classes / hours</b>				
12	Enterprise profit management	2	Explanatory-illustrative method, information-notification method, explanatory method and formation of GC2, GC7, PC4, PC6, PC 9	Methods of self-control: test; Answers during practical classes: 0-3 points; Answers to test tasks: 0-3 points	Enterprise profit management. Management of formation of operating profit of an enterprise.	12 week
13	Management of a value and a structure of capital of an enterprise	2	Explanatory-illustrative method, information-notification method, explanatory method, explanatory-motivational method and formation of GC3, GC5, GC6, PC6, PC7, PC8, PC9	Methods of self-control: test; Answers during practical classes: 0-3 points; Answers to test tasks: 0-3 points	The concept of a structure of capital and factors that determine it.	13 week
14	Management of investment activity of the enterprise	2	Explanatory-illustrative method, information-notification method, explanatory method, explanatory-	Methods of self-control: test; Answers during practical classes: 0-3 points;	Model of formation of investment profit of enterprises. Selection of real investment projects for their implementation and evaluation of their effectiveness	14 week



			motivational method and formation of GC2, GC7, PC4, PC6, PC 9	Answers to test tasks: 0-3 points		
15	Risk management of economic activity of the enterprise	2	Explanatory method, explanatory-motivational method and formation of GC2, GC7, GC8, GC9, PC4, PC6, PC10	Methods of self-control: test; Answers during practical classes: 0-3 points; Answers to test tasks: 0-3 points	Organization of risk management. Risk management strategy.	15 week
16	Management of economic activity of the enterprise in a state of crisis	2	Information-notification method, explanatory method, поясню-вально- explanatory-motivational method and formation of GC6, GC7, GC8, GC9, PC3, PC9, PC10	Methods of self-control: test; Answers during practical classes: 0-3 points; Answers to test tasks: 0-3 points	Bankruptcy: essence and signs. Bankruptcy prevention.	16 week
15	Home Task	-		0-8 points		17 week
17	Module control work №2	2	Methods of control	Execution of MCW 0-15 points	Preparation for MCW №1	17 week
<b>Total for module № 2</b>				0-44 points		
<b>Semester exam</b>				0-12 points		
<b>Total for academic discipline</b>				0-100 points		

## 7. Final control

### 7.1. List of questions to be submitted to MCW №1

1. Classification and structure of modern enterprises.
2. Formation of pricing policy of an enterprise.
3. Define goals and directions of activities of an enterprise.
4. Personnel productivity management.
5. Determining a number of certain categories of personnel of an industrial enterprise.
6. Comprehensive market research.

7. Marketing product policy of an enterprise.
8. Characteristics of tangible assets of an enterprise.
9. Classification and structure of fixed assets of an enterprise and their evaluation.
10. Estimate of production and cost of goods sold.
11. The essence and principles of profit distribution.
12. The essence and basic principles of capital valuation.
13. Valuation of equity.
14. Valuation of borrowed capital.
15. The concept of investments and investment activity of an enterprise.
16. Investment market and its infrastructure
17. Financial risk of an enterprise as an object of management.
18. Methods of risk assessment.
19. Risk management
20. Regulation of a crisis state of an enterprise.

## **7.2. List of questions to be submitted to MCW №2**

1. Profit management of an enterprise.
2. Management of operating profit formation of an enterprise.
3. The concept of structure of capital and the factors that determine it.
4. Model of formation of investment profit of enterprises.
5. Selection of real investment projects for their implementation and evaluation of their effectiveness.
6. Organization of risk management.
7. Risk management strategy.
8. Formation of a pricing policy of an enterprise.
9. The essence and principles of profit distribution.
10. The essence and basic principles of capital valuation.
11. Valuation of equity.
12. Valuation of borrowed capital.
13. Financial leverage.
14. The concept of investments and investment activity of an enterprise.
15. Investment market and its infrastructure
16. Financial risk of an enterprise as an object of management.
17. Methods of risk assessment.
18. Risk management

## **7.3. Assessment of certain types of work**

Assessment of certain types of educational work performed by a student is carried out in points in accordance with table 7.1.

Table 7.1

### Assessment of certain types of educational work performed by a student

3 semester				
Module №1		Module №2		Max number of points
Type of educational work	Max number of points	Type of educational work	Max number of points	
Answers to practical classes (36.*10 classes)	30 (total)	Answers to practical classes (36.*7 зан.)	21 (total)	
Answers to test tasks (36.*1 зан.)	3 (total)	Execution and defense of homework	8	
<i>To be admitted to the module test №1 a student must score <b>at least 20 points</b>.</i>		<i>To be admitted to the module test №2 a student must score <b>at least 20 points</b>.</i>		
Execution of module control work №1	<b>11</b>	Execution of module control work №2	<b>15</b>	
<b>Total for the module №1</b>	<b>44</b>	<b>Total for the module №2</b>	<b>44</b>	
<b>Semester differentiated credit</b>				<b>12</b>
<b>Total for semester 3</b>				<b>100</b>

Completed types of educational work are credited to a student, if he/she received a positive rating for them (Table 7.2).

Table 7.2

### Correspondence of rating marks for certain types of educational work in points to marks on a national scale

Rating in points					Mark on a national scale
Answers to practical classes	Answers to test tasks	Execution and defense of homework	Execution of module control work №1	Execution of module control work №2	
3	3	8	10-11	14-15	Excellent
2,5	2,5	6-7	9	12-13	Good
2	2	5	7-8	9-11	Satisfactorily
Less than 2	Less than 2	Less than 5	Less than 7	Less than 9	Unsatisfactorily

#### 7.4. Current module rating mark

The sum of the rating marks received by a student for separate kinds of the executed educational work forms the current module rating mark which is written down in the statement of moduly control.

#### 7.5. Final module rating mark

The sum of current and control module rating marks is the final module rating mark (Table 7.3), which in points and marks by a national scale is recorded in the module control statement.

Table 7.3

**Correspondence of final module rating marks in points to marks by a national scale**

Module №1	Module №2	Mark by a national scale
40-44	40-44	Excellent
33-39	33-39	Good
27-32	27-32	Satisfactorily
less 27	less 27	Unsatisfactorily

**7.6. Final semester module rating mark**

The sum of final modular rating marks in points is the final semester module rating mark, which is converted into a mark by a national scale (Table 7.4).

Table 7.4

**Correspondence of the final semester modular rating mark in points to the mark by the national scale**

Mark in points	Mark by the national scale
79-88	Excellent
66-78	Good
53-65	Satisfactorily
less 53	Unsatisfactorily

Table 7.5

**Відповідність екзаменаційної рейтингової оцінки в балах оцінці за національною шкалою**

Mark in points	Mark by the national scale
11-12	Excellent
9-10	Good
7-8	Satisfactorily
less 7	Unsatisfactorily

**7.7. Final semester rating mark**

The sum of the final semester module and examination rating marks in points is the final semester rating mark, which is translated into mark by the national scale and the ECTS scale (Table 7.6)..

Table 7.6

**Correspondence of the final semester rating mark in points to the mark by the national scale and the ECTS scale**

Mark in points	Mark by the national scale	Mark by the ECTS scale	
		Mark	Explanation
<b>90-100</b>	<b>Excellent</b>	<b>A</b>	<b>Excellent</b> (excellent performance with only a small number of mistakes)

82-89	Good	B	Very good (above average with several mistakes)
75-81		C	Good (correct execution in general with a certain number of significant mistakes)
67-74	Satisfactorily	D	Satisfactorily (not bad, but with a significant number of shortcomings)
60-66		E	Enough (performance meets the minimum criteria)
35-59	Unsatisfactorily	FX	Unsatisfactorily (with the possibility of re-execution)
1-34		F	Unsatisfactorily (with a mandatory repeat course)

**7.8. Final semester rating mark** in points, by the national scale and by the ECTS scale is written down in the credit-examination sheet, study card and student's credit book.

**7.9. Final semester rating mark** is written down in a student's credit book and a study card, for example, in such a way: *92/Exc./A, 87/Good/B, 79/Good/C, 68/Satisf./D, 65/Satisf./E* etc.

The final rating mark on a discipline is equal to the final semester rating mark.

The specified final rating mark on a discipline is written down in a Diploma Appendix.

## 8. Discipline policy

To successfully complete the course and master the program material on the discipline "Management of economic activity of enterprises" a student must: attend classes according to the established schedule, not be late, not miss classes, and in case of illness, provide an inquiry, study the material of the missed class on his/her own, take an active part in the learning process.

A student must perform and submit tasks for independent work in time specified by a teacher. It is expected that students will adhere to the principles of academic chastity, aware of the consequences of their violation, as determined by the Charter of NAU, the Code of Honor of a student of the National Aviation University ([https://nau.edu.ua/site/variables/docs/docsmenu/uchebniy%20process/Kodeks\\_chesti.jpg](https://nau.edu.ua/site/variables/docs/docsmenu/uchebniy%20process/Kodeks_chesti.jpg).) and [Regulations on the detection and prevention of academic plagiarism at the National Aviation University](#).