PJSC "Higher Educational Institution
"INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT"

SYLLABUS

of the academic discipline

LOGISTICS MANAGEMENT

Level of higher education: first (bachelor's) level

Field of knowledge: D Business, Administration and Law

Specialty: D3 Management

Study program: Management

IAPM 2025

General information about the academic discipline

Name of the academic discipline	Logistics management
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	3 credits/90 hours Lectures: 20 hours Seminars/practical classes: 14 hours Students' independent work: 56 hours
Terms of study of the discipline	7 semester
Language of instruction	Ukrainian
Final control type	Pass/fail (credit)

General information about the instructor. Contact information.

Full name of the instructor	Oleksandr Darushyn
Academic degree	PhD in Economic Sciences
Position	Associate Professor of the Department of Economics and Management
Areas of scientific research	Management of agrologistics systems and development of port infrastructure in the context of globalization.
Links to the registers of identifiers for scientists	ORCID: https://orcid.org/0000-0002-2379-1816
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E-mail:	menedzmentuk@gmail.com
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Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/darushin-portfolio-a.pdf

Discipline's description.
The academic discipline "Logistics management" is a mandatory component discipline for the first (bachelor) level of the educational and professional program "Management" in the specialty D3 Management. The discipline is aimed at obtaining in-depth knowledge of the acquirers regarding the need to logisticize

management activities at both the micro and macro levels of management.
The knowledge and skills acquired by the students as a result of studying the discipline will enable them to professionally use logistical principles, concepts, technologies, methods and logistics tools to make informed management decisions of an operational and strategic nature, based both on the corporate goal of organizations and on the tasks of socio-economic development of cities, regions, industries and the country as a whole, aimed at ensuring the sustainable competitiveness of management systems through the rational use of all types of resources and creation of additional consumer value in the supply chain of products (services).

The subject of the discipline is the study of the principles and methods of managing the logistics activities of an enterprise or organization in order to achieve the optimal movement of material and information flows. This covers the planning, organization, control and coordination of all logistics operations to ensure the efficient and economical operation of the company.

The aim of the discipline is the formation of future specialists' system knowledge and understanding of conceptual approaches and methodological foundations of logistics management, awareness of the essence and features of logistics as a modern concept of effective management and the acquisition of practical skills and abilities to make informed logistics management decisions at the strategic, tactical and operational levels, the use of principles and methods of logistics management in the process of enterprise management to increase its stability, coordinate actions and resolve conflict situations.

The objectives of the discipline:

1. Assimilation of the basic provisions and principles of logistics management for skillful use in the process of managing the logistics activities of firms, companies and enterprises;
2. Mastering the skills of managing functional types of logistics activities of organizations of various industries;
3. Mastering the skills of building organizational structures of logistics management in organizations.

Prerequisites for the discipline:
The study of the academic discipline “Logistics management” is based on the knowledge and skills acquired by education seekers when studying the following disciplines: “Economic theory”, “Microeconomics”, “Macroeconomics”, “Organization theory”, “Management”, “Marketing”.

Post-requests for the discipline:
the following disciplines continue the study of this subject: “Finance”, “Financial Statistics”, “Business Analysis”, “Business Economics”, “Insurance”.

Program competences

General competences	GC4. Ability to apply knowledge in practical situations. GC13. Appreciation of and respect for diversity and multiculturalism.
Special competences	SC4. Ability to identify the functional areas of an organization and the interconnections between them. SC9. Ability to work in a team and establish interpersonal communication while solving professional tasks. SC10. Ability to evaluate the work performed, ensure its quality, and motivate the organization's personnel.
Intended learning outcomes	ILO7. Demonstrate skills in organizational design. ILO8. Apply management methods to ensure the effective operation of an organization. ILO11. Demonstrate the ability to analyze situations and communicate effectively across various areas of organizational activity.

Content of the academic discipline

№	Topics	Number of hours, of which :			
		Lectures	**Seminars**	**Independent work**	**Teaching methods /assessment methods**

7th semester				
Content module 1. Conceptual and methodological foundations of logistics management				
1.	Conceptual foundations of logistics management	2	2	6
2.	Methodology of logistics management	2	1	6
3.	Value-competent model of training logistics managers	4	1	6
Content module 2. Main functions and strategic decisions in the logistics management system				
4.	Main functions and strategic decisions in the logistics management system	2	1	6
5.	Logistics management organization system	2	1	8
6.	Logistics audit and controlling in the logistics management system	2	2	6
7.	Strategic solutions in logistics management	2	2	6
8.	Logistics outsourcing strategy	2	2	6
9.	Strategy of logistics of the national economy and state logistics managerialism	2	2	6
Module assessment task				
Total :		**20**	**14**	**56**
Final assessment: pass/fail (credit)				

Teaching methods: verbal (educational lecture; conversation; educational discussion); inductive method; deductive method; reductive method; analytical; synthetic; practical; explanatory and illustrative; reproductive; method of problem presentation; partial-search; research; interactive methods (analysis of situations; discussions, debates, polemics; dialogue, synthesis of thoughts; brainstorming; practice of skills; situational modeling, processing of discussion issues); modeling of professional activity; innovative teaching methods (competent; project-research); case method.

Assessment methods: oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, essays); test control (closed tests: test alternative, test compliance); method of self-control and self-assessment; assessment of case tasks.

Technical equipment and/or software – official website of IAPM:

http://IAPM.com.ua The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a

differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

Methods of ongoing assessment include: oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

Grading system and requirements.
Table of distribution of points received by students

	Ongoing knowledge assessment									Module assessment task	Pass /Fail	Total points
Topics	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	20	20	100
Work in a seminar	6	5	6	5	6	5	6	6	6			
Independent work	1	1	1	1	1	1	1	1	1			

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

Modular assessment. Modular assessment in the discipline "Logistics Management" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline "Logistics Management":

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

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

"A" - 18-20 points;
"B" - 16-17 points;
"C" - 14-15 points;
"D" - 12-13 points.
"E" - 10-11 points;
"FX" - less than 10 points.

The final semester assessment in the discipline "Logistics Management" is a mandatory form of evaluating student learning outcomes. It is conducted within the time frame defined by the academic schedule and covers the scope of material specified in the course program.

The final assessment is administered in the form of a test. A student is admitted to the semester assessment only upon completion of all required coursework.

The final grade is assigned based on the student's performance throughout the semester. The student's rating score consists of the points accumulated through ongoing assessment activities and incentive points.

Students who have completed all required tasks and achieved a rating score of 60 points or higher receive a grade corresponding to the obtained rating without additional testing.

For students who have completed all required tasks but have a rating score below 60 points, as well as for those who wish to improve their score, the instructor conducts a final semester assessment in the form of a test during the last scheduled class of the discipline in the semester.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.

Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

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

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

Summary assessment scale: national and ECTS

<table>
<tr><td rowspan="2">Total points for all types of learning activities</td><td rowspan="2">ECTS assessment</td><td colspan="2">National scale assessment for exam, course project (work), internship</td></tr>
<tr><td>National scale assessment for exam, course project (work), internship</td><td>For pass/fail (credit)</td></tr>
<tr><td>90 – 100</td><td>A</td><td>excellent</td><td rowspan="5">pass</td></tr>
<tr><td>82 – 89</td><td>B</td><td rowspan="2">good</td></tr>
<tr><td>75 – 81</td><td>C</td></tr>
<tr><td>68 – 74</td><td>D</td><td rowspan="2">satisfactory</td></tr>
<tr><td>60 – 67</td><td>E</td></tr>
<tr><td>35 – 59</td><td>FX</td><td>unsatisfactory with the possibility of retaking</td><td>fail

unsatisfactory with the possibility of retaking</td></tr>
<tr><td>0 – 34</td><td>F</td><td>unsatisfactory with mandatory re-study of the discipline</td><td>fail

unsatisfactory with mandatory re-study of the discipline</td></tr>
</table>

Discipline's Policy:
- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The discipline "Logistics Management" requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments

aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

Methodological support of the academic discipline

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline "Logistics Management".

Recommended sources of information:

Basic literature:

1. Actual problems of logistics and distribution: monograph. [Sumets O.M., Telepneva O.S., Bilyavska V.A., etc.]; edited by. OM. Sumets. Kyiv: Studcenter, 2021. 200 p.
2. Sumets O. M. Production logistics: technical systems and methods of rationalization of the movement of material flows: training. manual /OM. Sumets, P.S. Syromyatnikov /For students of higher educational institutions of III-IV levels of accreditation. H.: LLC «Prom-Art», 2018. 100 p.
3. Alkema V. G., Kyrychenko O. S.,. Filatov S. A. Logistics consulting: a study guide. K.: "KROK" University. 2020. 344 c. URL:https://library.krok.edu.ua/media/library/category/navchalniposibniki/alkema_0027.pdf
4. Bedrii Ya.I., Tarnavskyi E.M., Trygub S.M., Khodakovskyi V.F. Basics of logistics: a study guide. Kherson: Oldy plus. 2019. 260 p.
5. Bilovodska O. A. Logistics: theory and practice: education. manual. Kyiv: Center of Primary Literature, 2019. 356 p
6. Kisly V.M., Bilovodska O.A., Olefirenko O.M., Solyanyk O.M. Logistics. Theory and practice. Kyiv: Center of Educational Literature. 2019. 360 p.

Additional literature:

1. Grigorak. Intellectualization of the market of logistics services: concept, methodology, competence: monograph. Juice Group Ukrainian. 2017. 513 p.
2. Zharska. Logistics: in addition. Odesa: ONEU, 2019.209 p.
3. Kalina, Iryna & Karbovska, Lyubov & Mazur, Yulia. (2024). Trends in logistics management of foreign economic activities of enterprises in the context of globalization. Bulletin of Odessa National University. Economy. 29. 10.32782/2304-0920/4-102-14. (Professional edition)
4. Karbovska Bratus Lozhachevska Zheleznyak Navrotska. The state and development trends of the road freight transportation industry in Ukraine//Journalof Advanced Researchin Lawand Economics, Vol 10 No. 4 (2019): JARLE Vol X Issue 4(42) Summer 2019, 1022-1031.https://journals.aserspublishing.eu/jarle/article/view/4713
5. Karbovska, Kalina, Voroshnov, Mazur, Zheleznyak, Kozlova, (2025).

Increasing the role of military logistics in the context of growing geopolitical instability based on strategic management. Technology audit and production reserves, 4 (4 (84)), 24–29... https://doi.org/10.15587/2706-5448.2025.336198t (Scopus)
6. Karbovska, Lyubov & Kalina, Iryna & Mazur, Yulia. (2025). Logistics management of foreign economic activities of agricultural enterprises: challenges and opportunities. Visnyk International Humanitarian University. Economics and management. 10.32782/2413-2675/2025-62-12. (Professional edition)
7. Mazur, Bratus, Karbovska, & Paliy, S. (2022). Strategic maps as a form of implementation of financial strategies of motor transport enterprises of Ukraine. Problems of theory and practice of financial and credit activities, 2(43), 296–305. https://doi.org/10.55643/fcaptp.2.43.2022.3599(Web of science)
8. Mazur, Yu. Kalina, I. & Karbovska, L. . (2025). Strategies of logistics management and external economic dialogue of agricultural enterprises. Achievements of the economy: prospects and innovations, (17). URL: https://econp.com.ua/index.php/journ
9. Mykhalitska N. I. Veresklya M. R. Logistics management: a study guide. Lviv: Lviv State University of Internal Affairs. 2020. 440 p.
10. Ponomarenko V. S., Tankov K. M., Lepeyko T. AND. Logistics management : Textbook /Ed. dra economy Sciences prof. IN. S. Ponomarenko. H. : VD «INZHEK», 2010. 482 p.
11. Posylkina O.V., Baeva O.I. Methodical recommendations for independent work in the academic discipline «Logistics management» for students of higher education studying under the educational and professional programs «Logistics» and «Marketing». H.: Publishing House of the National Academy of Sciences. 2018. 42 p.
12. Posylkina O.V., Baeva O.I., Sagaidak-Nikityuk R.V., Onishchenko Y.G., Economics of logistics: education. manual for students of higher education studying under the educational and professional program «Logistics». Kharkiv: NFAU, 2018. 251 p. 12. Sumets O. M., Syromyatnikov P.S. Production logistics: technical systems and methods of rationalization of the movement of material flows : training. manual. H.: LLC «Prom-Art». 2018. 100 p.
13. Tridid O.M., Tankov K.M. Logistics management. Education. Manual. Kharkiv: VD «INZHEK», 2005. 224 p.
14. Tyurina N.M., Goy I.V., Babii I.V. Logistics. Study guide. Kyiv: TSUL. 2020. 392 p.
15. Supply chain management: logistics aspect. Study guide/TA. Vorkut, O.E. Bilonog, A.M. Dmytrychenko, Yu.O. Tretynychenko. K.: NTU. 2017. 286 p.
16. Shkilnyak M.M., Ovsyanyuk-Berdadina O.F., Krysko Zh.L., Demkiv I.O. Management: education. manual. Ternopil: Krok, 2017. 252 p.
17. Gilmore D. The Right Way to Measure Logistics Costs? URL: http://www.scdigest.com/assets/FirstThoughts/06- 03-10.cfm.
18. Kotys NV. Educational-methodical complex of the course of “Logistics” for the

students of the educational degree of “Bechelour”. Ternopi, 2017. 134 p.
19. Westland J. Logistics Management: A Beginner's Guide. ProjectManager: website. 2019. URL: https://www.projectmanager.com/blog/logistics-management-101\