

**PJSC "HIGHER EDUCATIONAL INSTITUTION "INTERREGIONAL ACADEMY
OF PERSONNEL MANAGEMENT"**

Danube Branch



SYLLABUS

of the academic discipline (selective)

FUNDAMENTALS OF CORPORATE MANAGEMENT

Specialty **D3 Management**

Educational level: **First (bachelor's) level**

Educational program: **Management**

General information about the academic discipline

Name of the discipline	Fundamentals of corporate management
Code and name of specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	3 credits / 90 hours Lectures: 16 Seminars/practical classes : 14 Students' independent work : 60
Terms of study of the discipline	6 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the teacher. Contact information.

Gutsaliuk Oleksiy Mykolayovych	
Academic degree	Doctor of Economics
Position	Professor of the Department of Economics and Management
Areas of scientific research	Mechanisms of venture financing and management of innovative projects; development of modern international economic relations and strategies for commercialization of startups in the context of global challenges and digital economy
Links to the registers of identifiers for scientists	Google Scholar https://scholar.google.com.ua/citations?user=yjEMtjsAAAAJ&hl=ru ORCID: https://orcid.org/0000-0002-6541-4912 SCOPUS: https://www.scopus.com/authid/detail.uri?authorId=57215935877
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/gucalyuk-portfolio-a.pdf

Discipline's description.

The educational component "Fundamentals of Corporate Management" is aimed at forming systematic knowledge about the mechanisms of interaction between business owners, hired managers and other stakeholders. The course reveals the specifics of the functioning of joint stock companies, the principles of building effective supervisory boards and methods of protecting investors' rights, which is critically important for the stable development of large enterprises in market conditions.

The subject of the discipline is the system of relations between the management bodies of the corporation, its shareholders and stakeholders to ensure the effective operation and balance of interests of participants in corporate relations.

The aim of the discipline is to form future managers' professional competencies in the design of corporate control systems, the organization of the work of statutory bodies and the implementation of international standards of corporate Management.

The objectives of the discipline are to study the world models of corporate Management and mechanisms for the distribution of powers between the company's bodies. The course is aimed at mastering the legal and ethical norms of protecting the rights of shareholders, acquiring skills in building an information transparency system and developing strategies for corporate social responsibility.

As a result of studying the selective educational component "Fundamentals of corporate management", applicants must:

Know:

- theoretical foundations and regulatory regulation of the corporate sector;
- powers and procedure for interaction between the general meeting, the supervisory board and the executive body;
- the content of the OECD Corporate Management Principles;
- methods of preventing corporate conflicts and hostile takeovers;
- requirements for disclosure of non-financial reporting and ESG principles.

Be able to:

- analyze the statutory documents of corporations for the distribution of rights and obligations;
- organize the process of preparation for the general meeting of shareholders;
- develop proposals for the formation of the Supervisory Board and its committees;
- to assess the effectiveness of the corporate control system at the enterprise;
- to apply the tools of business ethics to settle disputes between the subjects of corporate relations.

Prerequisites for the discipline. The study of this discipline is based on the knowledge and competencies acquired during the mastering of a number of mandatory components of previous periods of study. The foundation is knowledge of jurisprudence in the part of commercial law, as well as the provisions of microeconomics on the analysis of market structures. It is important to master the basics of academic writing for the construction of reasoned reports and knowledge of management, the history of management and the theory of organizations, which allow you to understand the nature of hierarchical structures and management systems. The study of the course takes place in parallel with the discipline "Digital Technologies in Management", which allows students to simultaneously master tools for automating corporate reporting and digital platforms for interacting with stakeholders.

Post-requisites for the discipline. The results of the study of this elective discipline become the basis for further mastering of the mandatory components in the following semesters. The acquired knowledge on the structure of capital and owners' rights is directly

used within the framework of business analytics courses and the basics of business management. In addition, understanding the mechanisms of corporate Management is necessary during pre-graduation practice and preparation of the bachelor's qualification work, in particular when analyzing the systems of corporate social responsibility and the effectiveness of management bodies

Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	The essence and prerequisites for the emergence of corporate Management	<p>Teaching methods:</p> <ul style="list-style-type: none"> - problematic lectures on corporate Management models, educational discussions on shareholder rights and ethics of supervisory boards; - multimedia presentations of the management structures of large corporations (USPA, Ukrzaliznytsia, etc.), infographics on the distribution of powers between management bodies. - workshops on the analysis of Articles of Association and Corporate Management Codes, case study on overcoming corporate conflicts. - business games "General Meeting of Shareholders", simulation of meetings of the Supervisory Board, work in small groups on the development of corporate social responsibility (ESG) strategies. <p>Assessment methods Assessment is carried out according to the cumulative system and includes:</p> <ul style="list-style-type: none"> - express testing of knowledge of the regulatory framework, assessment of activity during the analysis of corporate structures and participation in discussions. - preparation of draft internal regulations of the corporation (for example, on the Supervisory Board), solving situational problems regarding the protection of minority shareholders' rights. - presentation of the results of the analysis of annual reports of corporations, assessment of skills in the preparation of minutes of general meetings and transparency reports. - Final control, which involves a comprehensive test of theoretical knowledge and defense of an individual project (for example, "Corporate Management system project for a specific enterprise")
Topic 2	Corporate Management models.	
Topic 3	Subjects of corporate Management and corporate control	
Topic 4	Shareholders' rights and general meeting	
Topic 5	Executive bodies and remuneration of top management	
Topic 6	Information transparency and disclosure	
Topic 7	Social responsibility and corporate ethics	
Topic 8	Corporate Management in the public sector	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

Material and technical support of the educational process involves the use of specialized classrooms equipped with modern computer workplaces and access to professional library collections. Multimedia equipment (projector, interactive panels) is used to visualize management structures and models of interaction between stakeholders during lectures and practical classes.

Analytical tasks and monitoring of the activities of public companies are provided by access to the Internet through free Wi-Fi coverage. Special attention is paid to mastering applied tools, in particular:

- cloud services for organizing virtual meetings of governing bodies and joint work on statutory documents;
- specialized platforms and registers (for example, SMIDA Stock Market Information Disclosure System, OpenDataBot) for analyzing the ownership structure and reporting of issuers;
- artificial intelligence tools for quickly processing large volumes of corporate reporting, identifying anomalies in management activities, and conducting benchmarking in accordance with ESG principles.

Forms and methods of assessment.

The system of assessment of applicants' knowledge includes current and final (semester) control.

Current assessment is carried out systematically during practical and seminar classes in order to check the level of mastery of the theoretical foundations of corporate law, the formation of skills in diagnosing corporate control systems, as well as the ability to use specialized registers and digital tools to analyze the reporting of joint stock companies.

Forms of student participation in the educational process that are subject to ongoing control.

Students' participation in the educational process is realized through oral presentations, presentations of the results of the analysis of annual reports of corporations, reports on the results of case studies on the protection of the rights of minority shareholders, as well as active involvement in professional discussions and modeling of meetings of supervisory boards. The written component of the work includes the implementation of control and test tasks for knowledge of OECD principles, the preparation of analytical notes on the ownership structure of enterprises, the development of drafts of internal corporate regulations and notes based on the materials of lectures.

Methods of ongoing assessment include: The methodological control toolkit combines oral forms (individual and frontal surveys, interviews) and written types of work (analytical reports, construction of schemes of organizational management structures, development of matrices for the distribution of powers between stakeholders). The assessment is also based on observing the activity of applicants in solving problem situations (including agency conflicts), checking the results of the presentation of individual corporate social responsibility (ESG) projects, and conducting testing with open and closed types of tasks.

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

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1.2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6.7)	Seminar 5 (Topic 8.9)	Seminar 6 (Topic 10)	Module assessment task	Pass /Fail	
Work in a seminar class	6	6	6	6	6	6	20	20*	100
Independent work	4	4	4	4	4	4			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

Assessment Criteria and Procedure

Assessment of students' educational achievements is carried out in accordance with the current Regulations on Assessment in a Higher Education Institution. Modular control is carried out at the final lesson of each content block in the form of written testing, which covers the issues of legal regulation of corporations and internal control mechanisms.

When evaluating a unit test, the volume and correctness of the tasks are taken into account. The grade "excellent" (A) is given for the correct completion of more than 90% of all tasks. A "good" grade (B) corresponds to 80% completion, and a "good" grade (C) involves completing 70% of the tasks. A "satisfactory" (D) grade is given for the correct completion of 60% of the proposed tasks, while a "satisfactory" (E) grade is given if more than 50% of the work is correctly completed. An "unsatisfactory" (FX) rating is given for a result of less than 50%. Failure to appear for the unit test is estimated at 0 points.

The above scores are converted into rating scores as follows. The grade "A" is equal to 18-20 points, "B" corresponds to 16-17 points, and "C" is 14-15 points. A grade of "D" gives the applicant 12-13 points, "E" — 10-11 points, and a result of "FX" gives less than 10 points.

The final semester assessment in the discipline "Fundamentals of Corporate Management" is a mandatory form of monitoring learning outcomes. It is conducted in the form of a test within the time frame specified in the curriculum and covers the protection of shareholders' rights, the activities of supervisory boards and corporate ethics. A student who has completed all the necessary practical work is allowed to be evaluated.

The final grade is given based on the learning outcomes during the semester and consists of points accumulated based on the results of the current assessment, case studies and incentive points. Students who complete all tasks and receive a score of 60 points or higher are eligible for credit automatically without additional testing. Applicants who scored below 60 points, or those who want to increase their rating, take the final work in the form of a test during the last lesson.

Evaluation of Additional (Individual) Educational Activities

Evaluation of additional types of educational activities is aimed at encouraging the participation of applicants in scientific conferences on corporate law, scientific circles, preparation of publications on the development of ESG standards or participation in

Olympiads. By the decision of the department, incentive (bonus) points can be awarded for such research work in excess of the scope of the work program.

Assessment of independent work (Maximum — 4 points)

The total number of points for independent work, which includes the analysis of company charters and monitoring the activities of joint-stock companies, is an integral part of success. Independent work on each topic is evaluated in the range from 0 to 4 points using standardized criteria that take into account the depth of analysis and the validity of conclusions.

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

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
4	4	3	2	0-1

Forms of assessment of learning outcomes include ongoing assessment of practical work and the level of assimilation of theoretical knowledge based on oral answers, analytical reports and presentations during seminars. Particular attention is paid to the implementation of individual or group projects aimed at developing competencies in the field of designing corporate control systems and solving situational problems regarding agency conflicts. The assessment also includes the preparation of resumes on self-developed topics, testing for knowledge of the regulatory framework of the corporate sector, and the preparation of draft scientific articles or abstracts of conferences on sustainable development and ESG standards. In addition, other forms of control are used to ensure comprehensive assimilation of the program and contribute to the gradual development of skills for effective independent professional, scientific and practical activities in the field of equity capital management at a high level.

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

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment	
		for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

Discipline's Policy

Successful mastering of the educational component "Fundamentals of Corporate Management" requires students to have a systematic approach, analytical thinking and a responsible attitude to the study of the mechanisms of interaction between owners and

managers. Mandatory conditions for training are regular attendance of lectures and practical classes, since it is during classroom work that complex corporate cases are analyzed and meetings of supervisory boards are simulated. Students should take an active part in discussing the problems of agency conflicts and methods of protecting investors' rights, as well as perform all analytical tasks in a timely and high-quality manner. In case of missing classes or obtaining unsatisfactory results, the student is obliged to liquidate academic debt by performing individual tasks and demonstrating the skills of analyzing statutory documents to the teacher.

An integral part of learning is strict adherence to the norms of academic ethics and corporate culture. The educational process is based on the principles of academic integrity, which involves the independent preparation of draft internal regulations of the company, the construction of corporate control schemes and the assessment of ESG indicators. Any use of external sources of information, annual reports of companies or the regulatory framework must be accompanied by correct references to primary sources.

Within the framework of the course, any manifestations of academic dishonesty are unacceptable, including the submission of other people's analytical reports or draft corporate codes as their own, plagiarism in the text parts of individual works and fabrication of the results of monitoring the activities of joint stock companies. It is also prohibited to cheat during testing, the use of artificial intelligence to generate corporate Management strategies without proper indication of this fact, or any attempts to influence the objectivity of the assessment. Detection of facts of dishonesty leads to the annulment of the results of the relevant work without the right to retake it in accordance with the Regulations on Academic Integrity of the educational institution.

Recommended sources of information

Basic literature:

1. Civil Code of Ukraine of January 16, 2003 No. 435-IV. Verkhovna Rada of Ukraine. URL: <http://zakon3.rada.gov.ua/laws/show/435-15>.
2. On joint stock companies: Law of Ukraine of 17.09.2008, No 2465-IX. URL: <https://zakon.rada.gov.ua/laws/show/2465-20#Text>
3. On Limited and Additional Liability Companies: Law of Ukraine of 02.11.2019, No 2275-VIII. URL: <https://zakon.rada.gov.ua/laws/show/2275-1>
4. Bodnarchuk O. G. Management of Corporate Rights: Study. Manual. / O.G. Bodnarchuk, O.I. Bodnarchuk, M.V. Glukh. Irpin: State Tax University. 2024. 238 p.
5. Vakaryuk L. V. Corporate Law: Study. manual / L.V. Vakaryuk, N.D. Getmantseva. Chernivtsi: Chernivtsi. Nats. Univ. Y. Fedkovycha, 2024. 224 p.
6. Economics and Business Innovations: Textbook / ed. Prof. L.G. Melnyka, prof. Sumy: University Book, 2023. 702 p.
7. Malska M. P. Management of the activities of enterprises of corporate type (JSC and LLC): textbook / M.P. Malska, N.L. Mandyuk, Yu.S. Zanko. Kyiv: TSUL Publ., 2023. 290 p.

Additional literature:

1. Garafonova O. I. Main trends and problems regarding the policy of sustainable development and practice of corporate Management in the world / O.I. Garafonova, O.I. Pokotylova, I.V. Yashchenko, I.O. Efremov. *Development Service Industry Management*. 2024. № 1. Pp. 186–195. DOI: [https://doi.org/10.31891/dsim-2024-5\(27\)](https://doi.org/10.31891/dsim-2024-5(27))

2. Dyakun A. M. System of Corporate Management of Trade Enterprises and Ways of Its Improvement / A. M. Dyakun. *Scientific Bulletin of the Poltava University of Economics and Trade*. 2025. Issue 2(116). Pp. 176-183. DOI: <https://doi.org/10.37734/2409-6873-2025-2-25>
3. Zalyubovska S. Theoretical aspects of the development of corporate Management in modern realities / S. Zalyubovska, S. Furman, O. Grushchenko. *Sustainable development of the economy*. 2023. №2(47). Pp. 70-76. URL: <https://doi.org/10.32782/2308-1988/2023-47-10>
4. Petrunenko Y. Corporate Management and Sustainable Business Development as Key Elements of the Implementation of Socio-Economic Human Rights. *Sustainable development of the economy*. 2025. №4 (55). Pp. 613-620. DOI: <https://doi.org/10.32782/2308-1988/2025-55-83>
5. Shuba B. V. Corporate Management in Economic Societies: Current State and Ways of Improvement / B.V. Shuba, R.G. Shchokin. *Kyiv Journal of Law*. 2025. № 2. Pp. 152-158. URL: <https://kyivchasprava.kneu.in.ua/index.php/kyivchasprava/article/view/640/608>
6. Dzoba, O. Corporate management of enterprises: a value-oriented approach. *Economic Analysis*. 2024. Volume 34. № 2. P. 190-199. DOI: <https://doi.org/10.35774/econa2024.01.190>
- 7.
8. Yakar-Pritchard, G., Ridley-Duff, R., Çaliyurt, K., Akkuş, Y. How to study the cooperative contribution to sustainable development. *Journal of Co-operative Studies*. 2023. Vol. 56(2). P. 7–22. DOI: <https://doi.org/10.61869/WKPO5512>

Information resources:

1. National Library of Ukraine named after V.I. Vernadsky. URL: <http://www.nbuv.gov.ua/>.
2. Information Agency LIGABiznesInform. Ukrainian Business Information Network. URL: www.liga.net.
3. Official website of the Organization for Economic Co-operation and Development. URL: <https://www.oecd.org/>
4. Official website of the Center for the Development of Corporate Social Responsibility. URL: <http://csr-ukraine.org>.
5. Management.com.ua. [Online portal for managers]. URL: <https://www.management.com.ua/>.
6. Meghan Day. What is good corporate Management? 9 characteristics (with examples). Diligent. URL: <https://www.diligent.com/resources/blog/what-constitutes-good-Management>
7. Ukraine Global Faculty: Lectures from world experts to Ukrainian business leaders. URL: <https://ugf.academy/all-lectures/>