

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF
PERSONNEL MANAGEMENT"**

Danube branch



SYLLABUS

of the academic discipline (selective)

**"MANAGEMENT OF GREEN ECONOMY AND SUSTAINABLE
DEVELOPMENT"**

Specialty **D3 Management**

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

Educational program: **Management**

IAPM 2025

General information about the academic discipline

Name of the discipline	Green Economy and Sustainability 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: 20 Seminars/practical classes: 14 Independent work of students: 56
Terms of study of the discipline	7 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the teacher. Contact information.

Liganenko Iryna Vitaliivna	
Academic degree	PhD in Economics
Position	Associate Professor of the Department of Economics and Management (Guarantor of the Program)
Areas of scientific research	Strategic management of business development and marketing strategies in the context of digital transformation; formation of corporate culture, crisis management and ensuring economic security of enterprises
Links to the registers of identifiers for scientists	Google Scholar https://scholar.google.com/citations?user=f2VWxQMAAA AJ&hl=ru ORCID: https://orcid.org/0000-0003-0716-289X SCOPUS: https://surli.cc/xvnypj
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/liganenko-portfolio-a.pdf

Discipline's description.

The discipline "Management of Green Economy and Sustainable Development" is a visionary educational component that forms the thinking of a new generation in future managers. In the context of global climate change and Ukraine's course towards European integration, the environmental component of business has ceased to be optional and has become a factor of competitiveness. The course reveals the mechanisms of transition from the traditional "brown" (resource-intensive) to the "green" (circular) economy. allow you to

turn environmental constraints into business opportunities: from the introduction of energy-efficient technologies to attracting green investments and participating in infrastructure reconstruction projects.

The subject of the discipline is a set of management principles, methods and tools aimed at ensuring the environmental and economic efficiency of the enterprise and achieving the goals of sustainable development.

The aim of the discipline is to form competencies in the development and implementation of corporate strategies for sustainable development, the implementation of circular economy models and the management of environmental risks of business.

The objectives of the discipline include studying the regulatory framework of the Green Deal, mastering environmental management standards (ISO 14000), acquiring non-financial reporting (ESG) skills and countering greenwashing in marketing communications.

As a result of studying the selective educational component " Green Economy and Sustainability Management ", applicants must:

Know:

- 7 UN Sustainable Development Goals and indicators of their achievement;
- principles of circular economy and closed-loop business models;
- requirements of national and European legislation in the field of ecology and energy efficiency;
- the essence of ESG criteria (Environmental, Social, Governance) and their impact on the value of the company;
- mechanisms of "green" financing and the market of greenhouse gas emission quotas.

Be able to:

- assess the environmental footprint of the enterprise and develop measures to reduce it;
- integrate the principles of sustainable development into the operational and strategic activities of the company;
- analyze the life cycle of products to minimize waste;
- distinguish between real environmental initiatives and marketing manipulations (greenwashing);
- work with non-financial reporting in accordance with international standards (GRI).

Prerequisites for the discipline. Effective study of the discipline is based on the knowledge of "Management" (management functions) and "Economics of enterprise" (costs and efficiency), which were taught in junior courses.

Post-requisites for the discipline. Knowledge of green economy management is cross-cutting and necessary for studying the disciplines "Strategic Management" (formation

of long-term goals), "Investing" (assessment of investment projects taking into account environmental risks) and "International Business" (entering the EU markets taking into account eco-standards), as well as when performing a bachelor's qualification work.

Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	The concept of sustainable development and the paradigm of the "green" economy	<p>Teaching methods:</p> <ul style="list-style-type: none"> – Visualization lectures (demonstration of global environmental challenges, renewable energy technologies and circular economy schemes); – Workshops (practical classes on calculating the company's carbon footprint and energy efficiency indicators); – Case Study (analysis of ESG reports of leading companies and analysis of real examples of "greenwashing"); – Project work (team development of a sustainable development strategy for an enterprise or a Green Office project). <p>Assessment methods</p> <ul style="list-style-type: none"> – Current control: express testing, verification of calculation tasks (media planning). – Creative tasks: defense of a creative brief, presentation of a media plan and communication strategy. – Modular control: written MCR. – Final control: test (test).
Topic 2	UN Global Sustainable Development Goals and their adaptation for business	
Topic 3	Circular economy: closed-loop business models	
Topic 4	Enterprise Environmental Management Systems (ISO 14000)	
Topic 5	Energy efficiency and resource management	
Topic 6	Green finance and responsible investing	
Topic 7	Corporate Social Responsibility and ESG Business Transformation	
Topic 8	Environmental marketing, eco-labeling and countering greenwashing	
Topic 9	Non-Financial Reporting and International Standards (GRI)	
Topic 10	Strategies for the "green" post-war recovery of the Ukrainian economy	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

The discipline is taught in specialized classrooms using multimedia tools (projector, computer) for visual presentation of the material. Students have access to professional literature in the library, as well as to the Internet via Wi-Fi to work with digital tools and databases

Forms and methods of assessment.

The system of assessment of learning outcomes consists of current and final (semester) control. Current control is carried out systematically at seminars and practical classes. Its purpose is to test theoretical knowledge and practical skills, in particular, the ability to diagnose, forecast and use specialized software for data modeling and analysis.

The forms of assessment include:

- oral types of work: speeches, presentations of analytical research, defense of cases, participation in professional discussions and brainstorming;
- written types of work: performing tests, control tasks, preparing analytical notes and abstracts.

Control methods combine oral surveys, verification of calculation tasks and reports, as well as monitoring the activity of applicants in solving problem situations.

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	
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 educational achievements of higher education applicants is carried out in accordance with the current "Regulations on Assessment of Students' Knowledge" in a higher education institution. The assessment system is cumulative, transparent and takes into account all types of student learning activities during the semester.

Modular Assessment. Modular Assessment (MA) is carried out at the final lesson of the content block in the form of a written modular control work. The purpose of the ICR is a comprehensive check of the level of assimilation of theoretical material and the ability to apply it in practice.

When evaluating a unit test, the volume, accuracy, reasoning of answers and the correctness of practical tasks are taken into account. The maximum score for the modular test is 20 points.

ICR rating scale:

- The grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of the amount of work). The student demonstrates deep knowledge of theory and a creative approach to solving practical problems. (Rating points: 18-20 points)
- A grade of "good" (B) is given for completing 80-89% of all tasks. The student has a good command of the material, but makes minor inaccuracies in wording or calculations. (Rating points: 16-17 points).

- A grade of "good" (C) is given for completing 70–79% of all tasks. The student knows the main material, but has difficulty justifying decisions or makes mechanical errors. (Rating points: 14-15 points).
- A grade of "satisfactory" (D) is given for the correct completion of 60-69% of the proposed tasks. The student is guided by basic concepts, but the answers are superficial. (Rating points: 12-13 points).
- A grade of "satisfactory" (E) is given if 50–59% of the proposed tasks are completed correctly. This is the minimum level sufficient for the module to be enrolled. (Rating points: 10-11 points).
- An "unsatisfactory" (FX) grade is given if less than 50% of the tasks are completed. The module is not credited, re-study of the material is required. (Rating points: less than 10 points).
- Failure to appear for a unit test without a valid reason is estimated at 0 points.

Assessment of independent work (Maximum — 4 points)

The total number of points received by a student for independent work is an important component of academic success in the discipline. Independent work is aimed at deepening knowledge on topics submitted for independent study, and developing skills in searching and analyzing information.

Independent work on each topic, in accordance with the course work program, is evaluated in the range from 0 to 4 points using standardized criteria:

- 4 points ("Excellent"): The task was completed in full, on time, a creative approach, a deep analysis of sources and the ability to draw reasonable conclusions were demonstrated.
- 3 points ("Good"): The task was completed correctly, but there are minor comments on the design or completeness of the disclosure of individual issues.
- 2 points ("Satisfactory"): The task is partially completed, there are significant errors, the material is presented superficially or the deadlines for delivery are violated.
- 0–1 point ("Unsatisfactory"): The assignment was not completed, completed incorrectly, or there are signs of academic plagiarism.

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

Evaluation of Additional (Individual) Educational Activities

To stimulate the scientific and creative activity of students, the accrual of incentive (bonus) points is provided. Additional (individual) types of educational activities include activities performed in excess of the scope of tasks established by the work program of the discipline, in particular:

- participation in scientific conferences, round tables and seminars;

- active participation in the activities of scientific circles and problem groups of the department;
- preparation of scientific publications (abstracts of reports, articles);
- participation in All-Ukrainian and International Olympiads and competitions of scientific works.

Procedure for accrual: By the decision of the department, students who took an active part in research work and performed the above types of activities can be awarded additional points to the rating for the relevant educational component (within the total amount of 100 points).

In accordance with clause 2.9.11.2 of the Regulations on Assessment, in addition to performing the main types of work, students may be awarded additional incentive points for a high level of academic discipline and systematic work. The basis for accrual of such points is:

- attendance of all lectures, seminars and practical classes (absence of absences without a valid reason);
 - availability of a complete handwritten synopsis of lectures;
 - in-depth study of additional educational material;
 - attending additional consultations with the participation of a teacher;
 - timely performance and protection of all types of work provided for by the program.
- These points are added to the student's current rating and are a tool for motivating a responsible attitude to the educational process.

Final semester assessment Pass /Fail (Credit)

The final semester assessment (credit) is a mandatory stage of completing the study of the discipline. It can take place in the form of accumulating points (automatically) or passing a written test.

The form of final control is a test in the form of a written test. The final grade is given based on the student's learning outcomes during the semester and consists of the sum of the points of the current control (seminars, independent work), modular control and incentive points.

The procedure for forming an assessment:

Students who have completed all the necessary tasks (including the ICR) and scored a total of 60 points or higher receive a final grade in accordance with the number of points scored without additional testing ("automatically").

For students who have completed mandatory types of work, but received a sum of points below 60, as well as for those who want to improve their result (increase the rating score), the teacher conducts a final test in the form of a test during the last scheduled lesson.

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	satisfactorily	
68 – 74	D		
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 "Management of Green Economy and Sustainable Development" requires high self-discipline and a responsible attitude to the educational process.

Prerequisites are regular attendance of lectures and practical classes, active participation in classroom work, as well as timely and high-quality performance of all types of independent and control tasks provided for by the program. In case of missing classes or obtaining unsatisfactory results, the student is obliged to liquidate academic debt by working out the relevant topics.

An integral part of education is strict adherence to the norms of academic ethics and culture of behavior. The educational process is based on the principles of academic integrity, which involves the exclusive independent performance of all written works, reports and presentations. Any borrowings of thoughts or texts of other authors should be accompanied by correct references to primary sources. Within the course of the course, any manifestations of academic dishonesty are unacceptable, including plagiarism, self-plagiarism, fabrication and falsification of data, cheating, deception, bribery or biased evaluation.

Recommended sources of information

Basic literature:

1. On the Basic Principles (Strategy) of the State Environmental Policy of Ukraine for the Period up to 2030: Law of Ukraine dated 28.02.2019 No. 2697-VIII. URL: <https://zakon.rada.gov.ua/laws/show/2697-19#Text>.
2. On the Sustainable Development Goals of Ukraine for the period up to 2030: Decree of the President of Ukraine dated 30.09.2019 No. 722/2019. URL: <https://zakon.rada.gov.ua/laws/show/722/2019#Text>.
3. Synopsis of lectures for students in the discipline "Fundamentals of Sustainable Development" for applicants for the first (bachelor's) level of education special. 193 "Geodesy and Land Management" / compiled by I. A. Yasinetska, O. I. Petryshche, Y. V. Lobunko. Kamianets-Podilskyi: PSATU, 2022. 220 p. URL: <https://surl.li/xvhqwc>.

4. Melnyk L. G. "Green" economy (EU experience and practice of Ukraine in the light of III and IV industrial revolutions) : textbook. Sumy: University Book, 2018. 463 p.
5. Basic principles of implementation of the model of "green" economy in Ukraine: scientific manual. / T. P. Galushkina et al.; ed. by T. P. Galushkina. Kyiv : Institute of Environmental Studies and Balance of Natural Resources, 2017. 154 p. URL: <https://iem.org.ua/images/librery/1.pdf>.
6. Sustainable Development of Cities and Regions of the EU: Best Practices for Ukraine: Teaching Aids / V. V. Martynenko et al.; ed. by V. V. Martynenko. Irpin: State Tax University, 2025. 352 p. URL: <https://surl.li/byfcwr>.
7. Sustainable Development: Ecological and Economic Optimization of Territorial-Production Systems. Manual. / N. V. Karaeva et al. ; for general. Ed. I. V. Nedina. Sumy: Universitetska kniga, 2008. 383 p.
8. Strategy of Sustainable Development: European Horizons: Textbook / I. L. Yakymenko et al. Kyiv: NUFT, 2022. 337 p. URL: https://rep.btsau.edu.ua/bitstream/BNAU/7990/1/stratehiia_staloho.pdf.

Additional literature:

1. Bilokinna I. Green Economy as a Requirement of Time and the Basis of Successful Post-War Restoration of the Country. Bulletin of the Khmelnytskyi National University. Economic Sciences. 2023. № 2. Pp. 79–88 DOI: <https://doi.org/10.31891/2307-5740-2023-316-2-12>.
2. Borovyk Y. T., Yelagin Y. V., Polyakova O. M. "Green Economy": Essence, Principles, Prospects for Ukraine. Bulletin of Transport and Industry Economics. 2020. № 69. DOI: <https://doi.org/10.18664/338.47:338.45.v0i69.200551>.
3. Dryhola K. V., Khlivitska A. V. Green Economy as the Basis for Achieving Global Sustainable Development Goals. Economy and Society. 2022. № 44. DOI: <https://doi.org/10.32782/2524-0072/2022-44-18>.
4. Zvarych R., Masna O., Rivilis I. Methodological Principles of the Formation of the Concept of Green Economy. Bulletin of Economics. 2022. № 4. Pp. 131–144 DOI: <https://doi.org/10.35774/visnyk2022.04.131>.
5. Green economy as a key condition of modernity and the basis of the post-war revival of the country. Innovative economy. 2025. Vol. 4, pp. 43–49. DOI: <https://doi.org/10.37332/2307-5740>.
6. Zinchenko O. A. World Trends of "Green" Investing. Economic Space. 2022. № 177. Pp. 31–34 DOI: <https://doi.org/10.32782/2224-6282/177-5>.
7. Panukhnyk O., Yanchynskyi V., Kurakh O. "Green" Reconstruction of Ukraine: Capacity of Domestic Business to Restore and Further Inclusive Development of Territories. Galician Economic Bulletin. 2024. Vol. 87, No. 2. Pp. 93–100 URL: <https://galicianvisnyk.tntu.edu.ua/pdf/87/1286.pdf>.
8. Tkachuk V. I., Bugaychuk V. V., Poznyakov V. V. Theoretical Foundations of Green Economy Development. Black Sea Economic Studies. 2020. Vol. 59, part 2. Pp. 54–58 URL: https://bses.in.ua/journals/2020/59_2_2020/10.pdf.
9. Shishpanova N. O., Kormyshkina I. V. Green Economy as a Tool for Post-War Regional Recovery. Investments: Practice and Experience. 2024. № 10. Pp. 87–93 DOI: <https://doi.org/10.32702/2306-6814.2024.10.87>.

10. Yukhimenko P. I., Batazhok S. G., Yanovych N. V. Transition to the "green" economy: world experience and Ukrainian realities. Economics and management of the agro-industrial complex. 2023. № 2. Pp. 29–44 DOI: <https://doi.org/10.33245/2310-9262-2023-185-2-29-44>.

Information resources:

1. United Nations Sustainable Development Goals: the official website of the United Nations Sustainable Development Goals. URL: <https://sdgs.un.org> .
2. European Green Deal: European Commission's Green Deal portal URL: https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en
3. Ellen MacArthur Foundation: the world's leading platform on circular economy. URL: <https://ellenmacarthurfoundation.org> .
4. Global Reporting Initiative (GRI) : international standards for non-financial reporting. URL: <https://www.globalreporting.org>
5. Global Footprint Network: a resource for calculating the ecological footprint. URL: <https://www.footprintnetwork.org>
6. Ministry of Environmental Protection and Natural Resources of Ukraine: official website. URL: <https://mepr.gov.ua>
7. Sustainable Development Goals in Ukraine: government portal. URL: <https://www.kmu.gov.ua/diyalnist/cili-stalogo-rozvitku-ta-ukrayina>.
8. EcoThreat: official web resource and application of the Ministry of Environment. URL: <https://www.saveecobot.com/platform/ecozagroza-gov-ua> .
9. Professional Association of World Ecologists (PAEW) : platform for environmental managers. URL: <https://paeu.com.ua>.
10. Union of Ukrainian Entrepreneurs (SUP): Committee on Ecology and Sustainable Development. URL: <https://sup.org.ua> (position of business on environmental reforms).