

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

**Danube branch**



**SYLLABUS**

*of the academic discipline (selective)*

***AGRICULTURAL MANAGEMENT***

Specialty                      **D3 Management**

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

Educational program:    **Management**

## General information about the academic discipline

Name of the discipline	<b>Agricultural Management</b>
Code and name of specialty	<b>D3 Management</b>
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	<b>3 credits / 90 hours</b> Lectures: <b>20</b> Seminars/practical classes: <b>14</b> Independent work of students: <b>56</b>
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.

<b>Darushyn Oleksandr Volodymyrovych</b>	
Academic degree	PhD in Economics
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	Google Scholar <a href="https://scholar.google.fi/citations?user=_JcEi7cAAAAJ&amp;hl=uk&amp;authuser=1&amp;citsig=AM0yFCnIbC1jtNjY9YIIjNQC2mo-">https://scholar.google.fi/citations?user=_JcEi7cAAAAJ&amp;hl=uk&amp;authuser=1&amp;citsig=AM0yFCnIbC1jtNjY9YIIjNQC2mo-</a> ORCID: <a href="https://orcid.org/0000-0002-2379-1816">https://orcid.org/0000-0002-2379-1816</a> SCOPUS <a href="https://www.scopus.com/authid/detail.uri?authorId=57211933743">https://www.scopus.com/authid/detail.uri?authorId=57211933743</a>
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	<a href="https://izmail.maup.com.ua/assets/files/darushin-portfolio-a.pdf">https://izmail.maup.com.ua/assets/files/darushin-portfolio-a.pdf</a>

### **Discipline's description.**

The course "Agrarian Management" is devoted to the study of the specifics of management of enterprises of the agro-industrial complex in the conditions of the modern market. The course reveals the peculiarities of doing business in agriculture, which are due to seasonality, dependence on natural and climatic conditions and the use of land and biological resources. Students will also get acquainted with the logistics chains of agricultural exports, which are critical for the South of Ukraine and port infrastructure.

**The subject of the discipline** is a set of economic, organizational and managerial relations that arise in the process of production, processing and sale of agricultural products.

**The aim of the discipline** is to form future managers system knowledge and applied skills in effective management of an agricultural enterprise, ensuring its competitiveness and sustainable development in a changing market environment.

**The objectives of the discipline** include the study of organizational and legal forms of agribusiness and mastering the methods of planning production processes in crop production. The objectives of the course also include the acquisition of land bank management skills, analysis of agricultural markets and mastering the tools of agricultural insurance and financial support of activities.

As a result of studying the selective educational component "Agricultural Management", applicants must:

**Know:**

- the specifics of management in the agricultural sector and its differences from other sectors of the economy
- Legislative Foundations of Land Relations and Functioning of the Land Market in Ukraine
- Technological features of the organization of the production of the main agricultural crops
- Principles of Formation of the Cost of Agricultural Products and Pricing Methods
- modern approaches to agrolistics, grain storage and organization of export operations

**Be able to:**

- to assess the efficiency of the use of land, labor and material resources of the economy
- choose the optimal channels for the sale of products and organize logistics processes
- identify production and price risks and apply tools to minimize them
- substantiate managerial decisions on technical re-equipment and implementation of innovations

**Prerequisites for the discipline.** To successfully study the discipline, students rely on solid knowledge acquired during the previous six semesters of study. The basis for understanding the specifics of agribusiness are such compulsory disciplines as Economic Theory, Microeconomics, Management, Enterprise Economics, Marketing, as well as Business Planning and Startup Creation.

**Post-requisites for the discipline.** The knowledge and competencies acquired during the study of agricultural management become the basis for an in-depth understanding of strategic processes in the eighth semester. In particular, they are directly used in mastering the disciplines of Strategic Enterprise Management, Fundamentals of Project Management and selective courses such as Fundamentals of Risk Management or International Management.

## Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Features of management in the agricultural sector	<p><b>Teaching methods:</b></p> <ul style="list-style-type: none"> <li>- The educational process involves a combination of lectures (review, problem, visualization lectures) and practical classes in the form of seminars-discussions.</li> <li>- Interactive methods are widely used to form applied skills: case study, brainstorming, working in small groups, and performing analytical projects while working independently.</li> </ul> <p><b>Assessment methods</b></p> <p>Assessment is carried out according to the cumulative system and includes:</p> <ul style="list-style-type: none"> <li>- current control: oral questioning, express testing, solving situational problems and defense of individual tasks;</li> <li>- modular control: written modular control work (MCR) after the completion of content blocks;</li> <li>- final control: exam/test (written work with theoretical and practical tasks).</li> </ul>
Topic 2	Land Relations and Land Bank Management	
Topic 3	Organization of crop production	
Topic 4	Technical and technological support of agribusiness	
Topic 5	Personnel management and remuneration in the agro-industrial complex	
Topic 6	Agrarian Marketing and Pricing	
Topic 7	Agrologistics and market infrastructure	
Topic 8	Financial Management and Lending	
Topic 9	Risk Management and Agricultural Insurance	
Topic 10	Foreign Economic Activity and European Integration	
Modular control work		
Test control form		

### Technical Equipment and Software.

Material and technical support of the educational process involves the use of specialized classrooms and library funds. Multimedia equipment (projector, computer) is used to visualize the educational material during lectures and seminars. Practical tasks and in-depth study of individual topics are provided by access to the Internet through free Wi-Fi coverage.

### 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 assimilation of theoretical foundations, the formation of diagnostic and forecasting skills, as well as the ability to use specialized software for modeling and data analysis.

*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 analytical research, reports on the results of case studies, as well as active involvement in professional discussions and brainstorming. The written component of the work includes the performance of control and test tasks, the preparation of analytical notes, abstracts and notes based on the materials of lectures and independent study.

**Methods of ongoing assessment include:** The methodological tools of control combine oral forms (surveys, interviews) and written types of work (reports, calculation tasks, building models). The assessment is also based on observing the activity of applicants in solving problem situations, checking the results of the presentation of individual 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 Assessment.** Modular Assessment (MA) is carried out at the final lesson of each content block in the form of written testing.

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

- grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- grade "good" (B) is given for completing 80% of all tasks;
- grade "good" (C) is given for completing 70% of all tasks;
- the grade "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are correctly completed;
- An "unsatisfactory" (FX) rating is given if less than 50% of the tasks are completed.
- Failure to appear for the unit test - 0 points.

The above scores are converted 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 "Agrarian Management" is a mandatory form of assessment of students' learning outcomes. It is carried out within the terms determined by the curriculum and covers the amount of material determined by the course program.

The final assessment is carried out in the form of a test. A student who has completed all the necessary work is admitted to the semester assessment.

The final grade is given based on the student's learning outcomes during the semester. The student's assessment consists of points accumulated from the results of the current assessment and incentive points.

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

For students who have completed all the necessary tasks, but received a score below 60 points, as well as for those who want to improve their score (result), the teacher conducts the final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

#### *Evaluation of Additional (Individual) Educational Activities*

Additional (individual) types of educational activities include the participation of applicants in the work of scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc., in excess of the scope of tasks that are established by the relevant work program of the academic discipline.

By the decision of the department, students who participated in research work and performed certain types of additional (individual) types of educational activities can be awarded incentive (bonus) points for a certain educational component.

#### **Assessment of independent work (Maximum — 4 points)**

The total number of points received by a student for independent work is one of the components of academic success in the discipline. Independent work on each topic, according to the course program, is evaluated in the range from 0 to 4 points using standardized and generalized criteria for assessing knowledge.

#### 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 include: current assessment of practical work; current assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparation of resumes on independently studied topics; testing or written exams; preparation of draft articles, conference abstracts and other publications; other forms that ensure a comprehensive assimilation of the curriculum and contribute to

the gradual development of skills for effective independent professional (practical, scientific and theoretical) activities 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 "Agrarian Management" requires high self-discipline and a responsible attitude to the educational process from students. 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. Mazur K. V., Kubay O. G. Management of Agrarian Enterprise. Manual. Vinnytsia: WORKS, 2020. 284 p. URL: <http://repository.vsau.org/getfile.php/25373.pdf>
2. Chikurkova A. Agrarian Management: Study. Manual. for applicants for higher education OPP "Management" of the second (master's) level of education special. 073 "Management". Kamianets-Podilskyi: ZVO "PSU", 2022. 203 p. URL: <https://surl.lu/hnwxhz>
3. Economics of Agrarian Production and Management: A Course of Lectures. T. G. Oliynyk. Mykolaiv: MNAU, 2025. 102 p. URL: <https://dSPACE.mnau.edu.ua/jspui/bitstream/123456789/21215/1/eavm-208-bak-lekc-2025.pdf>

4. Demyanenko S. I. Agrarian management: textbook. Kyiv: KNEU, 2018. 520 p.
5. Economics of Agrarian Enterprise: Electronic Manual. Kyiv: Scientific Method. Center for Higher and Professional Pre-Higher Education, 2020. URL: <https://surl.luh.gov.ua/rmxcpk>.
6. Demyanenko S. I., Sas O. O. Management of Large Commodity Agroindustrial Formations: Monograph. Kyiv: KNEU, 2018. 216 p.

#### **Additional literature:**

1. Garbar Zh. V., Mayborodyuk K. S. Innovation Management as a Basis for Innovative Development of Agricultural Enterprises. *Agrosvit*. 2021. № 9–10. Pp. 11–17. DOI: 10.32702/2306-6792.2021.9-10.11.
2. Gerasymenko A. Economic Content and Analysis of the Influence of Factors on the Development of Socio-Economic Factors of Labor Motivation in Agrarian Business Entities. *Economic space*. 2023. № 187. Pp. 44–48 DOI: <https://doi.org/10.32782/2224-6282/187-7>.
3. Golysheva, E. Tools of innovative marketing for increasing the competitiveness of agrarian enterprises. *Economy and society*. 2021. № 32. DOI: <https://doi.org/10.32782/2524-0072/2021-32-76>.
4. Kalachevska L. Innovative models of business management in the agricultural sector: adaptation to the challenges of global markets. *Economy and society*. 2024. № 68. DOI: <https://doi.org/10.32782/2524-0072/2024-68-11>.
5. Lupenko Y. O., Andros S. V. System of Credit Guarantees as a Tool for Increasing Financing of Small and Medium-Sized Agrarian Enterprises. *Economics of the agro-industrial complex*. 2021. № 3. P. 6. DOI: <https://doi.org/10.32317/2221-1055.202103006>.
6. Rudenko M. V. Formation of the Concept of Risk Management of Agrarian Enterprises. *Scientific Bulletin of Kherson State University*. 2017. Vol. 26, part 1.
7. Yarema L. V., Zamora O. I., Herchanivska S. V. Management in the Sphere of Regional Agribusiness. *Efficient economy*. 2022. № 2. URL: <http://www.economy.nayka.com.ua/?op=1&z=10008> (accessed 23.01.2026). DOI: 10.32702/2307-2105-2022.2.71.
8. Bhat R. Emerging trends and sustainability challenges in the global agri-food sector. *Future Foods* / ed. R. Bhat. Academic Press, 2022. P. 1-21. DOI: <https://doi.org/10.1016/B978-0-323-91001-9.00041-4>. URL: <https://www.sciencedirect.com/science/article/pii/B9780323910019000414>
9. Mariani Abdul-Majid, Siti Aisyah Zahari, Norfaizah Othman, Suhaila Nadzri. Influence of technology adoption on farmers' well-being: Systematic literature review and bibliometric analysis. *Heliyon*. 2024. Vol. 10, Issue 2. DOI: <https://doi.org/10.1016/j.heliyon.2024.e24316>. URL: <https://www.sciencedirect.com/science/article/pii/S2405844024003475> (accessed 28.10.2024).

#### **Information resources:**

1. Ministry of Agrarian Policy and Food of Ukraine. Official web portal. Information on state support programs, legislative initiatives and strategy for the development of the agro-industrial complex. URL: <https://minagro.gov.ua>

2. State Statistics Service of Ukraine. Section "Agriculture, Forestry and Fisheries". Official statistical data on production, livestock and financial results of enterprises. URL: <https://ukrstat.gov.ua>
3. State GeoCadastre (State Service of Ukraine for Geodesy, Cartography and Cadastre). Public cadastral map, information on land relations and the land market. URL: <https://land.gov.ua>
4. Latifundist.com. The main website about agribusiness in Ukraine. Analytics, ratings of agricultural holdings (TOP-100), company dossier, land market and logistics news. URL: <https://latifundist.com>
5. APK-Inform. Information and analytical agency. Specializes in the markets of grains, oilseeds, agrologistics and exports. Contains price monitoring. URL: <https://www.apk-inform.com>
6. AgroPortal.ua. Online publication about agricultural business. Publishes successful farming cases, interviews with top managers, information about startups and innovations. URL: <https://agroportal.ua>
7. Kurkul.com. Website for farmers. Contains practical advice on farm management, cultivation technologies and legal aspects. URL: <https://kurkul.com>
8. FAO (Food and Agriculture Organization). Food and Agriculture Organization of the United Nations. Global analytics on food security, world food prices, sustainable development reports. URL: <https://www.fao.org>
9. USDA (United States Department of Agriculture). WASDE (World Agricultural Supply and Demand Estimates) reports are a key benchmark for world grain prices. URL: <https://www.usda.gov>
10. World Bank. Section "Agriculture and Food". Research, data on investments in the agricultural sector and rural development. URL: <https://www.worldbank.org/en/topic/agriculture>
11. Prozorro.Sale. Section "Land". Up-to-date information on land auctions, lease and sale of agricultural land. URL: <https://prozorro.sale>
12. AgroMarket. Electronic bulletin boards and price monitoring for agricultural products (grain, fertilizers, machinery). URL: <https://agromarket.ua>