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

Danube branch

МАУП

SYLLABUS

of the academic discipline (selective)

INNOVATION MANAGEMENT

Specialty **D3 Management**

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

Educational program: **Management**

IAPM 2025

General information about the academic discipline

Name of the discipline	**Innovation Management**
Code and name of specialty	**D3 "Management"**
Level of higher education	the first (bachelor's) level of higher education
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	**Semester 8**
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
Teacher's 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 discipline "Innovation Management" is devoted to the study of strategic and operational aspects of updating the activities of modern enterprises. The course focuses on methods of introducing new technologies, products and processes within existing organizations to maintain their competitiveness.

The subject of the discipline is the regularities of the formation of the innovation strategy of the enterprise, the processes of management of research and development (R&D), as well as management relations that arise during the implementation and commercialization of innovations in the corporate environment

The aim of the discipline is to form in future managers a holistic system of knowledge about the management of innovative development of organizations and the development of practical skills in designing innovative processes that ensure sustainable business growth in the context of global technological changes.

The objectives of the discipline are to master the methodology for planning innovation activities; to study tools for managing the portfolio of innovative projects; to master techniques for overcoming resistance to changes in the workforce; to acquire skills to protect intellectual property objects of the enterprise; to study methods of stimulating the creative activity of personnel and calculating the economic effectiveness of the implemented innovations.

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

Know:

- theoretical foundations and modern models of the innovation process;
- types of innovation strategies of the enterprise and conditions for their implementation;
- legal foundations for the protection of intellectual property and methods of its commercialization;
- methodology for assessing risks and efficiency of innovation activity.

Be able to:

- develop measures for the introduction of new products or processes into the organization's activities;
- to form proposals for the innovation strategy of the enterprise;
- use change management tools to neutralize staff resistance to news;
- conduct an audit of the intellectual capital of the enterprise.

Prerequisites for the discipline. The study of the discipline is based on the knowledge gained during the mastering of the following mandatory components: "Enterprise Economics", "Management", "Marketing", "Investing", "Operational Management" and "Fundamentals of Business Management".

Post-requisites for the discipline. The acquired knowledge and skills are used by students during the mandatory components of the 8th semester: "Industrial (pre-diploma) practice" and preparation of the "Bachelor's qualification (diploma) work".

Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Conceptual Foundations of	**Teaching methods:**

	Innovative Development of Enterprise	- The educational process involves a combination of lectures (review, problem, visualization lectures) and practical classes in the form of seminars-discussions. - Interactive methods are widely used to form applied skills: case study, brainstorming, working in small groups, and performing analytical projects while working independently. **Assessment methods** Assessment is carried out according to the cumulative system and includes: - current control: oral questioning, express testing, solving situational problems and defense of individual tasks; - modular control: written modular control work (MCR) after the completion of content blocks; - final control: exam/test (written work with theoretical and practical tasks).
Topic 2	The innovation process and its phases	
Topic 3	Formation of the organization's innovation strategy	
Topic 4	Portfolio Management of Innovative Projects	
Topic 5	Organizational structures to support innovation	
Topic 6	Intellectual property and intangible assets.	
Topic 7	Managing change and overcoming resistance to innovation	
Topic 8	Evaluation of the effectiveness of innovation activity	
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 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 topics are provided by access to the Internet via free Wi-Fi coverage. Additionally, it is planned to use cloud services for teamwork (for example, Trello or Notion), specialized software for financial modeling, as well as artificial intelligence tools for conducting market research and assessing the potential of innovative projects.

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, which are subject to current 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 "Innovation 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 "Innovation 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. On Innovation Activity: Law of Ukraine of July 04, 2002, No. 40-IV. URL: https://zakon.rada.gov.ua/laws/show/40-15.
2. On investment activity: Law of Ukraine of September 18. 1991, No. 1560-XII. URL: https://zakon.rada.gov.ua/laws/show/1560-12.
3. On State Regulation of Activities in the Sphere of Technology Transfer: Law of Ukraine of September 14. 2006, No. 143-V. URL: https://zakon.rada.gov.ua/laws/show/143-16.

4.On stimulating the development of the digital economy in Ukraine: Law of Ukraine of July 15. 2021, No. 1667-IX. URL: https://zakon.rada.gov.ua/laws/show/1667-20.
5.On the Innovation Development Fund: Resolution of the Cabinet of Ministers of Ukraine dated 07 November. 2018, No. 928. URL: https://zakon.rada.gov.ua/laws/show/928-2018-n.
6.On approval of the Strategy for the development of the sphere of innovation for the period up to 2030: Order of the Cabinet of Ministers of Ukraine dated July 10. 2019, No. 526-r. URL: https://zakon.rada.gov.ua/laws/show/526-2019-r.
7.On approval of the Strategy for the Development of Small and Medium-Sized Enterprises in Ukraine for the Period up to 2027: Decree of the Cabinet of Ministers of Ukraine of August 30. 2024, No. 823-r. URL: https://zakon.rada.gov.ua/laws/show/823-2024-r.

Additional literature:

1. Innovation Management: Lecture Notes [Electronic resource] : teaching aids for students of specialty 113 "Applied Mathematics" of the educational and professional program "Data Science and Mathematical Modeling" / Igor Sikorsky Kyiv Polytechnic Institute; compilers: S.O. Perminova, T.V. Lazorenko. – Electronic text data (1 file: 335 KB). Kyiv: Igor Sikorsky Kyiv Polytechnic Institute. 2021.125 p. https://ela.kpi.ua/server/api/core/bitstreams/15546059-b2fb-4b54-a215-552b28fb7965/content
2. Lytvynenko S.L., Lytvynenko L.L., innovation management. Management. Condor, Kyiv, 2025. 240 p.
3. Innovation Management: Methodical Instructions for the Implementation of Practical Classes / compiled by I.S. Ivakhnenko et al. – Kyiv: KNUBA, 2024. – 64 p.
4. Chyzh L. P., Khoteeva N. V., Saakyan E. A. Venture capital in the development of innovative entrepreneurship in Ukraine. *Scientific Works of the Interregional Academy of Personnel Management. Economic Sciences*. 2021. № 3 (62). Pp. 48–54.
5. Dyba M. I., Gernego Y. O. Venture Business in Ukraine and Digital Innovation Hubs as an Institute for Its Development. *Economy of Ukraine*. 2021. № 6. Pp. 36–49 URL: http://nbuv.gov.ua/UJRN/EkUk_2021_6_5.
6. Kochura T. O. Global Trends in the Development of Venture Capital and Their Impact on Investing in High-Tech Projects. *Business Inform*. 2020. № 4. C. 118–126. DOI: https://doi.org/10.32983/2222-4459-2020-4-118-126.
7. Kumar R., Sharma M. Venture Capital Investments. SAGE Publishing, 2020. 184 p.

Information resources:

1. European Venture Capital and Private Equity Association. URL: https://www.investeurope.eu
2. Ukrainian Association of Investment Business. URL: http://www.uaib.com.ua