

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

**Danube branch**



**SYLLABUS**

*of the academic discipline (selective)*

***JUSTIFICATION AND MANAGEMENT DECISION-MAKING***

Specialty                      **D3 Management**

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

Educational program:    **Management**

## General information about the academic discipline

Name of the discipline	<b>Justification and management decision-making</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: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of study of the discipline	4 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

## General information about the teacher. Contact information.

<b>Lyubov Sergeevna Lutfalievna</b>	
Academic degree	None
Position	Lecturer of Economic Disciplines
Areas of scientific research	Enterprise performance management, innovation and marketing management, optimization of business processes in retail (category management), as well as problems of sustainable development and economic security of business
Links to the registers of identifiers for scientists	ORCID: <a href="https://orcid.org/0000-0003-3892-3823">https://orcid.org/0000-0003-3892-3823</a>
Contact information:	
E-mail:	<a href="mailto:menedzmentuk@gmail.com">menedzmentuk@gmail.com</a>
Contact phone number	+380677445957
Instructor's portfolio on the website	<a href="https://izmail.maup.com.ua/assets/files/lyutfalievna-portfolio-a.pdf">https://izmail.maup.com.ua/assets/files/lyutfalievna-portfolio-a.pdf</a>

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

The discipline "Rationale and Managerial Decision-Making" is a fundamental educational component that reveals the "anatomy" of a manager's work. Decision-making is a key competence of a manager that determines the success or collapse of an organization. The course combines precise mathematical optimization methods with the psychology of human behavior. Students learn not just to choose "what to do", but to scientifically justify "why it", taking into account risk factors, uncertainty and limited resources. Attention is paid to the ability to work in conditions of stress and lack of information, which is critically relevant for the modern Ukrainian business environment.

**The subject of the discipline** is the principles, methods, models and technologies of development, adoption and implementation of effective managerial decisions in complex socio-economic systems.

**The aim of the discipline** is to form future managers systemic thinking and practical skills in diagnosing problems, generating alternatives and choosing the best course of action, taking into account the consequences for the organization.

**The objectives of the discipline** include mastering quantitative and qualitative methods of analyzing situations, studying psychological traps (cognitive distortions) that affect the choice of a leader, as well as acquiring skills in collective decision-making and risk management.

As a result of studying the selective educational component "Justification and management decision-making", applicants must:

**Know:**

- typology of managerial decisions (strategic/operational, individual/collective, programmed/unprogrammed);
- methods of justifying decisions (brainstorming, Delphi method, decision tree, payment matrix);
- the essence of risk and uncertainty, as well as the criteria for decision-making in these conditions (Laplace, Wald, Savage, Hurwitz criteria);
- Psychological aspects: the role of intuition, emotional intelligence and typical thinking errors.

**Be able to:**

- clearly formulate the management problem and separate it from symptoms;
- to develop a set of alternative options for actions and criteria for their evaluation;
- apply expert and mathematical methods to choose the best alternative;
- organize group decision-making work, overcoming conflicts of interest;
- evaluate the effectiveness of the decision and develop mechanisms for monitoring its implementation.

**Prerequisites for the discipline.** The discipline is taught in the fourth semester and integrates knowledge from the courses "Introduction to the specialty "Management" and "Economics of Enterprise" (understanding of efficiency criteria), which were studied in 1-3 semesters.

**Post-requisites for the discipline.** The skill of making informed decisions is cross-cutting for all professional activities. It is the basis for the courses "Strategic Management of Enterprise" (long-term decision-making), "Investing" (decision to invest capital), and is also key in writing a bachelor's qualification thesis.

## Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Theoretical foundations and typology of managerial decisions	<p><b>Teaching methods:</b></p> <ul style="list-style-type: none"> <li>– demonstration of "decision trees", win matrices in game theory, construction of payment matrices and visualization of infographics of cognitive traps (distortions) of thinking;</li> <li>– practical classes on multi-criteria analysis of alternatives, moderation of sessions using the Delphi method and collective brainstorming to find options for solving problems;</li> <li>– analysis of real managerial dilemmas of well-known CEOs, analysis of cases of erroneous strategic decisions that led to bankruptcy or crises;</li> <li>– team design of a sound management decision for a specific business situation (from identifying the problem and diagnosing the causes to evaluating alternatives according to the selection criteria).</li> </ul> <p><b>Assessment methods</b></p> <ul style="list-style-type: none"> <li>– express testing based on theoretical material, assessment of solving computational problems (application of Laplace, Wald, Savage, Hurwitz criteria) and analysis of "decision trees";</li> <li>– defense of a group project to justify the choice of an alternative, presentation of the developed strategy for minimizing risks and a plan for implementing the solution;</li> <li>– written modular control work, including theoretical questions and a complex calculation task;</li> <li>– Test in the form of testing (checking the possession of tools and decision-making algorithms).</li> </ul>
Topic 2	The process of preparing, making and implementing a decision: stages and algorithms	
Topic 3	Methods for diagnosing problems and generating alternatives	
Topic 4	Heuristic and expert methods for justifying decisions	
Topic 5	Quantitative Methods and Modeling in Decision Making	
Topic 6	Decision-making in the face of uncertainty and risk	
Topic 7	Psychological aspects of decision-making	
Topic 8	Collective management decisions and group dynamics	
Topic 9	Game theory and strategic decisions in conflict conditions	
Topic 10	Assessment of the quality and effectiveness of management decisions	
<b>Module Assessment Task</b>		
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 (MCR). 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.

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		
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 "Justification and Managerial Decision-Making" 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. Hryhorkiv V. S., Hryhorkiv M. V. Models of decision-making in economics. Manual. 2nd ed., ed. and additional. Chernivtsi: Chernivtsi. Nats. Univ., 2025. 264 p.
2. Hryhorkiv V. S., Hryhorkiv M. V., Yaroshenko O. I. Optimization Methods and Models: Textbook. 2nd ed., ed. and additional. Chernivtsi: Chernivtsi. Nats. Univ., 2024. 464 p.
3. Dmitrienko V. D., Leonov S. Yu., Zakovorotnyi O. Y. Introduction to the Theory and Methods of Decision-Making: Teaching Aid. Kharkiv: NTU "KhPI", 2025. 139 p. URL: <https://repository.kpi.kharkov.ua/handle/KhPI-Press/86343>.
4. Raskin L. G., Sira O. V., Kozhevnikov G. K. Methods of System Analysis and Decision Making in Conditions of Uncertainty: Textbook. Kharkiv: Fakt, 2023. 256 p.
5. Theoretical Foundations of Quality Assurance of Managerial Decision-Making in the Context of European Integration: Monograph / M. M. Novikova et al. Kharkiv: Madrid

Printing House; O. M. Beketov KhNUMG, 2020. 335 p. URL: [https://mmgh.kname.edu.ua/images/NAUKA/2020\\_\\_\\_\\_\\_pdf](https://mmgh.kname.edu.ua/images/NAUKA/2020_____pdf).

### **Additional literature:**

1. Korolenko O. B., Ryabikina K. G., Ryabikina N. I., Rtishchev S. A. Analytical and methodological tools for substantiation of proposals and managerial decision-making by various subjects of economic activity. Scientific innovations and advanced technologies. 2025. № 4 (44). Pp. 826–837 URL: <https://perspectives.pp.ua/index.php/nauka/article/view/22308/22279>.
2. Kravchenko M., Holyuk V. Managerial Decision-Making: Essence and Modern Development Trends. Economics and Society. 2022. № 40. DOI: <https://doi.org/10.32782/2524-0072/2022-40-37>.
3. Krukovska O. V., Borkovska V. V., Korolenko O. B. Managerial Decision-Making, Models and Methods in Analysis and Audit. Investments: Practice and Experience. 2021. № 6. Pp. 10–16. DOI: <https://doi.org/10.32702/2306-6814.2021.6.10>.
4. Levina-Kostyuk M., Melnychuk O., Telichko N. Methods of Managerial Decision-Making in the Conditions of Insufficient Information. Economics and Society. 2022. № 43. DOI: <https://doi.org/10.32782/2524-0072/2022-43-40>.
5. Pariy L. V., Kubrak A. O. Making managerial decisions at the enterprise. Scientific Bulletin of Uzhhorod National University. Ser. : International Economic Relations and World Economy. 2023. Vol. 47. Pp. 75–79 URL: [http://www.visnyk-econom.uzhnu.uz.ua/archive/47\\_2023ua/15.pdf](http://www.visnyk-econom.uzhnu.uz.ua/archive/47_2023ua/15.pdf).
6. Sazonova S. V., Kisil A. V. Substantiation of managerial decisions at the enterprise. Economics. Management. Business. 2021. № 2 (36). Pp. 57–60 DOI: <https://doi.org/10.31673/2415-8089.2021.026265>.
7. Spyak G. I., Sobko O. M., Turchyn L. Y. Justification of managerial decisions. Ternopil: ZUNU Publ., 2021. 153 p. URL: <https://surl.lt/jkxclj>.
8. Shulga O. Methodical principles of managerial decision-making. Entrepreneurship and innovations. 2022. № 22. Pp. 54–58 DOI: <https://doi.org/10.37320/2415-3583/22.9>.

### **Information resources:**

1. State Statistics Service of Ukraine: official. website. URL: <https://stat.gov.ua/uk>.
2. National Bank of Ukraine: official. Internet representation. URL: <https://bank.gov.ua>.
3. Slovo i Dilo: analytical portal. URL: <https://www.slovoidilo.ua>.
4. Decision Innovation: Decision Making Methodology. URL: <https://www.decision-making-solutions.com>.
5. Project Management Institute (PMI) : Management Standards. URL: <https://www.pmi.org>.
6. VoxUkraine: independent analytical platform. URL: <https://voxukraine.org>.