

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

**SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY
OF ECONOMICS**

MANAGEMENT 2

**Guidelines to writing a coursework
for Bachelor's (first) degree students
of speciality 073 "Management",
study programme "Business Administration"**

**Kharkiv
S. Kuznets KhNUE
2024**

UDC 005(072.034)

M24

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Протокол № 1 від 25.08.2023 р.

Самостійне електронне текстове мережеве видання

Management 2 [Electronic resource] : guidelines to writing M24 a coursework for Bachelor's (first) degree students of speciality 073 "Management", study programme "Business Administration" / compiled by O. Myronova, A. Melnyk, E. Omarov. – Kharkiv : S. Kuznets KhNUE, 2024. – 38 p. (English)

A list of topics for writing a coursework is presented. The basic points that will help students in preparing and presenting courseworks on the academic discipline are considered. The content and requirements for writing a coursework are provided.

For Bachelor's (first) degree students of speciality 073 "Management" study programme "Business Administration".

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Introduction

The course is aimed at studying the peculiarities of the process of management decision-making by managers at enterprises, organizations, institutions, the analysis of the essence of the communication process during the management of companies, the essence of the leadership concept, as well as at the evaluation of the effectiveness of organizations' management.

In the studying process, students acquire the necessary knowledge during lectures, perform tasks related to the practical application of the acquired knowledge. The study of the theoretical issues of the course requires consolidation of knowledge with the help of practical and laboratory classes, and this constitutes a significant part of the course.

These guidelines fulfill the need of the bachelor program by providing students with a useful guide to undertaking a piece of scientific research.

According to the curriculum of the study programme "Business Administration", students' study of the course "Management" ends with the coursework that occupies a special place in the system of quality diagnostics of the training of specialists.

The coursework is aimed at the development of independent activity and analytical ability of students. The coursework will allow students to deepen and organize their theoretical and practical knowledge in the sphere of managerial activity. It also helps to improve students' skills in managerial decision making.

When performing a coursework, the student must demonstrate the ability to use regulatory documents and specialized scientific literature, competently formulate and express opinions, make judgments and valid proposals, perform required calculations and make substantiated conclusions.

The aim of these guidelines is to form knowledge of general foundations, master methods of independent research, practical application of theoretical knowledge for making specific management decisions.

These guidelines aim to quickly and easily give students the information and skills they need to write confidently using coursework style and structure.

Learning outcomes and competences formed by the course are given in Table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO3	GC5
	GC4
	SC5
	SC7
	SC10
	SC12
LO4	GC4
LO6	SC10
LO7	SC3
	SC7
	SC20
LO9	SC8
LO16	GC5
LO17	GC3
	GC5
	GC10
LO21	SC2

Note.

GC3. Ability to think abstractly, analyze, and synthesize.

GC4. Ability to apply knowledge in practical situations.

GC5. Knowledge and understanding of the subject area and understanding of professional activities.

GC10. Ability to conduct research at the appropriate level.

SC2. Ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

SC3. Ability to determine the prospects for the development of the organization.

SC5. Ability to manage the organization and its divisions through the implementation of management functions.

SC7. Ability to select and use modern management tools.

SC8. Ability to plan the organization's activities and manage time.

SC10. Ability to evaluate the work performed, ensure its quality and motivate the organization's staff.

SC12. Ability to analyze and structure organizational problems, to form reasonable decisions.

SC20. Ability to develop effective procedures and communication mechanisms for interpersonal interaction in the business environment, including adaptation to new situations.

LO3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO4. Demonstrate skills in identifying problems and justifying management decisions.

LO6. Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.

LO7. Demonstrate organizational design skills.

LO9. Demonstrate interaction, leadership, and teamwork skills.

LO16. Demonstrate the skills in independent work, flexible thinking, openness to new knowledge, being critical and self-critical.

LO17. Perform research individually and/or in a group under the guidance of a leader.

LO21. Demonstrate communication, research, technological and cross-cultural skills necessary to analyze business situations, prepare, justify and present management decisions.

Guidelines to performance of a coursework

1. The order of the performance of a coursework

In order to successfully perform a coursework, students must strictly keep to the following recommendations.

The coursework is performed in the following sequence:

choosing the topic of the coursework;

study of literature on the topic;

drawing up a work plan;

familiarization with the calculation guidelines;

writing and designing the work;

submission of the coursework to the supervisor for review;

defense of the coursework.

The coursework is done independently with the consultancy of the supervisor during the studying the academic discipline in accordance with the educational process. The coursework assumes the availability of the following elements of the research: the topic, actuality, the subject and the object of the research, the practical relevance, a comprehensive systematic approach to solving the research problems, the theoretical use of the modern methodology and scientific development, the availability of required calculations, the substantiation of conclusions, the availability of creativity elements.

The topic of the coursework should be one of the urgent problems of modern management. Students can choose topics of their coursework from the list of topics. Choosing a course work topic requires compliance with the following requirements:

actuality – the degree of timeliness of research on this topic; this is a necessary (though not sufficient) condition for the usefulness of the research result. Actuality is based on the need to solve a problem that has arisen in practice;

authenticity – the correspondence of the data and results to reality;

personal interest – the importance for the student to investigate some problem.

The purpose of the coursework is the end result to which it is aimed. It should be adequately manifested in the topic of the coursework, containing in general the expected results and scientific tasks.

The research object is a process or phenomenon that creates a problematic situation or requires more detailed knowledge.

The research subject is methods, techniques and technologies that allow the researcher to reveal the essence of the process or phenomenon and make appropriate management decisions.

The main tasks of performing a coursework are:

to familiarize yourself with the requirements for the organization and conducting of the scientific research, preparation and design of the coursework as a type of scientific research;

to work out the methods of the coursework with the main sources of information and scientific literature;

to substantiate the relevance, scientific and practical significance of the topic chosen for the study;

to acquire knowledge and skills in the use of the research methodology and the design of the theoretical and experimental results in the form of a coursework;

to acquire the ability to independently analyze the methods of conducting research;

to acquire the ability to apply management decision-making methods and techniques;

to acquire knowledge and skills in justifying and explaining the required level of the key results that prove the relevance and timeliness of the research;

to acquire skills and abilities to substantiate conclusions regarding management decisions;

to familiarize yourself with the requirements for the preparation and procedure of the coursework defense.

The comprehensive systematic approach to the development of the coursework topic implies that the subject of the study is considered from different points of view – from the standpoint of the theoretical base and practical experience, conditions for its implementation at the enterprise,

analysis, justification of improvement ways, etc. – in a close relationship and a single logic of presentation.

2. Evaluation of a coursework

A coursework is evaluated based on the following criteria:

- independence of performance;
- logic and detail of the plan;
- completeness and depth of the development of the topic;
- availability of illustrations (tables, figures, diagrams, etc.);
- the number of sources used (at least ten);
- the use of digital information and display of practical experience;
- availability of specific proposals;
- availability of relevant calculations;
- availability of a constructed decision tree;
- availability and validity of conclusions regarding management decision-making;
- quality of the design;
- presentation of the results;
- defense.

The coursework must be adherent to the principles of academic integrity. A complete coursework will be checked by specific soft for plagiarism (StrikePlagiarism.com). The level of research independence should not be lower than 50 %.

The quality of the coursework is evaluated in accordance with the requirements:

timely submission of the coursework to the department. Each day of delay will level down the mark by 1 point per working day. The deadline is defined annually – 4 weeks before the end of the semester;

the content of the coursework should be performed according to the content requirements;

- compliance with the calculation guidelines;
- construction of a decision tree according to the methodology;
- reasonable conclusions after calculations;

the coursework should be performed according to the format requirements.

The maximal possible score of the coursework quality is 60 points (30 points for theoretical section; 30 points for practical section); the minimal required score is 35 points.

The coursework defense is organized at the Management and Business Department two weeks before the examination period according to the schedule approved by the department head.

The defense is the presentation of the performed coursework. When defending the coursework, the student should be able to answer questions about the methods of the study, its main results and to evaluate the prospects for further research. The maximal possible score of the coursework defense is 40 points; the minimal required score is 25 points.

The final mark for the coursework on the course "Management 2" is calculated on a 100-point scale according to the assessment system.

3. The coursework structure and content requirements

The coursework structure requirements

A coursework is done on the basis of the study of domestic and foreign literature in the speciality: books, periodicals, scientific publications, laws and regulations, special literature, and textbooks (as a secondary source, used as rarely possible), etc., statistical data.

A coursework should contain the following sections (in the order mentioned below):

1. The title page of the coursework thesis. It should be performed according to the unified form (Appendix A) with all signatures (student's and committee members).
2. The content of the coursework.
3. Introduction.
4. The main part which consists of the theoretical and practical sections.
5. Conclusions.

6. A list of references.

7. Appendices.

The structure of a coursework and the size of its individual sections depend on the specific topic of the research, but it should be formed in compliance with the following conditions:

the size of the report is 25 – 30 typescript pages (including the references and excluding appendices);

auxiliary tables, technical documentation should be placed in appendices;

the number of pages in the individual sections is not clearly regulated, but must meet the requirements of sufficient information content and validity of decisions and conclusions.

The coursework consists of sections and subsections. Conclusions are to be formulated at the end of each section.

The content of each section depends on the topic of the coursework and the coursework plan agreed with the supervisor. However, there are general requirements as to the size of each section that are listed below.

An approximate number of pages in the sections is as follows:

introduction: 1 – 2 pages;

the theoretical section: 10 – 15 pages;

the practical section: 7 – 10 pages;

conclusions: 1 – 2 pages.

The requirements concerning the content of the sections of the coursework

Introduction

The introduction is a brief section (usually no more than 1 – 2 pages) designed to inform the reader of the relevance of the research. It includes a short history or relevant background that leads to the statement of the problem that is being addressed.

The purpose of the introduction is to supply sufficient background information to allow the reader to understand and evaluate the results of the study.

The introduction contains the relevance and practical significance of the chosen topic of research, defines the purpose and tasks, the object, the subject of the study, briefly describes the methods and sources of information used for the study, and the obtained results that contain the elements of novelty (the proposals).

Justification of the relevance must be brief. A few sentences are enough to express the main idea.

The introduction contains the statement of the coursework purpose and the tasks that need to be addressed to achieve this purpose.

The object of the coursework is a process or phenomenon that creates a problem situation and is selected for the research. The subject of the coursework determines the topic of the coursework.

The introduction also contains a list of research methods that are used in the coursework. The research methods should not be just enumerated in isolation from the content, but it should be briefly defined what exactly is investigated by each of the method.

The main section

The main section of the coursework consists of the theoretical basics of the chosen topic (analysis and comparison of different points of view) and practical application (examples of separate companies, statistics, etc.). The name of each section should reflect the nature of the issues covered. It is not allowed to use the names "theoretical section", "practical section", etc.

The theoretical section should contain 2 subsections. The subsections of the first section of the coursework should describe the general theoretical approaches to the problem using the analysis of literature on the subject of study, necessarily using references to the sources cited. It is desirable to compare different points of view, to use published statistical data. The main points of the theoretical analysis should be summarized in the form of analytical tables. It is desirable to illustrate the text by graphic material: charts, graphs, algorithms, diagrams.

The topics of the coursework are developed annually, reviewed and refined by the Management and Business Department in accordance with the

syllabus of the studied course. Some tentative topics for research are presented below.

The list of topics for a coursework

1. The role of communications in management.
2. Decision making as an essential component of management.
3. Methods and tools for decision making.
4. Manager: profession and personality.
5. Person and organization.
6. The behavior of people in an organization.
7. Leadership in an organization.
8. Leadership styles.
9. Effective management of a team as an essential component of company success.
10. Formal and informal groups in organizations.
11. Conflict management in an organization.
12. Organizational culture.
13. Ethics in management.
14. Power and influence in management.
15. Marketing management at an enterprise.
16. Innovation management at an enterprise.
17. Human resource management.
18. Quality management.
19. Change management in organizations.
20. Ways of improving the organization of management.
21. Benchmarking as a managerial tool.
22. The role of key competences in an organization.
23. The customer relationship management (CRM).
24. The role of outsourcing in improving the organization efficiency.
25. Downsizing as an effective business tool.
26. Mergers and acquisitions in modern business.
27. Management of customer satisfaction and loyalty.
28. The customer service as a way to increase business competitiveness.

29. Scenario and contingency planning in business.
30. Supply chain management.
31. The role of strategic alliances in the development of business.
32. Open innovation as a way to increase business competitiveness.

In the process of performing a coursework, students should cover to the greatest possible extent the theoretical issues of the chosen topic.

The main principles of the research are science and objectivity.

The principle of science implies the use of a single approach or a combination of several theoretical and methodological approaches, adequacy of theory, methods and statistical procedures, careful analysis of facts and consideration of existing relationships in the process of interpreting the results and formulating the conclusions.

The principle of objectivity means that student study the topic of their coursework in a continuous connection with the practice, confirming the statistics and facts. For performing the coursework students may use materials from literary sources and official statistics.

The second section, practical application, is management decision-making tasks. It is dedicated to mastering practical skills in making managerial decisions using a decision tree method, as well as analyzing previously made decisions.

The practical section of the coursework consists of 2 subsections:

1. A task for calculations. Making decisions using a decision tree method.
2. A practical task "Analysis of previously made decisions".

A task for calculations.

Making decisions using a decision tree method

Based on the initial data, perform calculations and build a decision tree. Based on the obtained results, draw a conclusion about the expediency of making one of the alternative decisions. Conclusions should be substantiated and described in detail.

The purpose of the task: acquiring skills in applying the decision tree method for making management decisions.

The objective: choosing an optimal strategy for an enterprise according to the option (chosen based on the number of the student's last name in the list of the academic group, must be agreed with the supervisor).

The data: an enterprise aims to develop new types of activities, having appropriate resources for this in the amount of Q_A UAH. Possible strategic directions in this case may be:

strategy "A" – refusal of the enterprise to expand the range of activities and maintain existing resources;

strategy "B" – the implementation of a fundamentally new project with the aim of producing a new product or providing new services with the possibility of obtaining a positive result in the amount of Q_B UAH with the p_{pB} probability and the possibility of obtaining a negative result (R) with the p_{nB} probability;

strategy "C" – the implementation of activities already existing on the market with the possibility of obtaining a positive result in the amount of Q_C UAH with the p_{pC} probability and the possibility of obtaining a negative result (R) with the p_{nC} probability;

strategy "D" – applying for relevant information about the market situation to consulting organizations and then:

in case of receiving a negative forecast regarding the prospects of diversification – refusal to implement it;

in case of receiving a positive forecast – use of available resources for the implementation of new types of activities with the possibility of obtaining a positive result in the amount of Q_D UAH with the p_{pD} probability and the possibility of obtaining a negative result (R) with the p_{nD} probability.

Based on the initial data (Table 2), select the optimal strategy for diversifying the company's activities.

Table 2

Options of initial data for determining the expected value of alternative strategies

Option	Strategies										Negative result	Costs
	A	B			C			D				
		Positive result		Negative result	Positive result		Negative result	Positive result		Negative result		
	Q_A	Q_B	$\rho_{пБ}$	$\rho_{нБ}$	Q_C	$\rho_{пC}$	$\rho_{нC}$	Q_D	$\rho_{пD}$	$\rho_{нD}$		
1	55 000	340 000	0.13	0.87	144 000	0.37	0.63	193 000	0.31	0.69	2 000	15 000
2	40 000	139 000	0.19	0.81	78 000	0.24	0.76	93 000	0.41	0.59	-4 000	5 000
3	76 000	327 000	0.12	0.88	134 000	0.28	0.72	182 000	0.35	0.65	6 000	10 000
4	63 000	412 000	0.12	0.88	232 000	0.32	0.68	277 000	0.34	0.66	15 000	18 000
5	77 000	511 000	0.11	0.89	248 000	0.25	0.75	314 000	0.31	0.69	7 400	17 000
6	78 000	350 000	0.17	0.83	176 000	0.37	0.63	220 000	0.44	0.56	5 700	16 000
7	57 000	306 000	0.19	0.81	179 000	0.21	0.79	211 000	0.31	0.69	-5 100	11 000
8	76 000	573 000	0.2	0.8	315 000	0.28	0.72	380 000	0.48	0.52	-6 500	14 000
9	84 000	331 000	0.1	0.9	176 000	0.24	0.76	215 000	0.39	0.61	6 100	10 000
10	42 000	207 000	0.14	0.86	93 000	0.23	0.77	122 000	0.42	0.58	-13 000	8 000
11	33 000	166 000	0.18	0.82	67 000	0.36	0.64	92 000	0.45	0.55	13 000	5 000
12	41 000	202 000	0.15	0.85	82 000	0.28	0.72	112 000	0.41	0.59	17 000	7 000
13	29 000	168 000	0.15	0.85	92 000	0.38	0.62	111 000	0.33	0.67	2 800	3 000
14	51 000	175 000	0.12	0.88	74 000	0.26	0.74	99 000	0.38	0.62	-6 000	9 000
15	59 000	220 000	0.12	0.88	114 000	0.32	0.68	141 000	0.46	0.54	-9 000	12 000
16	60 000	210 000	0.12	0.88	100 000	0.31	0.69	128 000	0.35	0.65	-29 000	15 000
17	18 000	140 000	0.18	0.82	72 000	0.25	0.75	89 000	0.42	0.58	14 000	4 000
18	58 000	366 000	0.12	0.88	162 000	0.4	0.6	213 000	0.37	0.63	4 000	8 000
19	56 000	447 000	0.18	0.82	181 000	0.28	0.72	248 000	0.42	0.58	15 000	13 000
20	23 000	159 000	0.19	0.81	84 000	0.3	0.7	103 000	0.45	0.55	-20 000	6 000
21	24 000	127 000	0.1	0.9	68 000	0.38	0.62	83 000	0.43	0.57	-23 000	4 000
22	77 000	549 000	0.2	0.8	313 000	0.32	0.68	372 000	0.4	0.6	7 000	12 000
23	69 000	307 000	0.13	0.87	150 000	0.33	0.67	189 000	0.44	0.56	-5 600	7 000
24	79 000	464 000	0.12	0.88	227 000	0.28	0.72	286 000	0.31	0.69	8 000	13 000
25	27 000	176 000	0.2	0.8	87 000	0.31	0.69	109 000	0.46	0.54	-22 000	3 000

Based on the data in Table 2, you need:

- 1) to build a decision tree;
- 2) to calculate the expected value of alternative strategies;
- 3) to determine the optimal strategy for diversification of the enterprise's activities;
- 4) to draw conclusions, substantiate them;
- 5) to provide recommendations to enterprise managers regarding the implementation of the chosen strategy.

Guidelines for completing the task

A decision tree is a graphical representation of a sequence of decisions and environmental states, indicating the corresponding probabilities and payoffs for any combination of alternatives and environmental states.

The decision-making process using a decision tree generally involves five stages:

Stage 1. Task formulation. Firstly, it is necessary to discard all the factors that do not relate to the problem, and among the multitude of those that remain, distinguish the essential and non-essential ones. This will make it possible to bring the description of the decision-making task into an analyzable form. The following basic procedures must be performed: determination of information gathering opportunities for experimentation and real actions; compiling a list of events that may occur with a certain probability; establishing the temporal order of the location of events, the consequences of which contain useful and accessible information, and those sequential actions that can be initiated.

Stage 2. Building a decision tree.

Stage 3. Assessment of probabilities of environmental states, i.e. comparison of the occurrence chances of each specific event. It should be noted that the indicated probabilities are determined either based on available statistics or by expert means.

Stage 4. Establishing payoffs (or losses, as negative payoffs) for each possible combination of alternatives (actions) and environmental states.

Stage 5. Task solution. A decision tree consists of several nodes and branches that come from them. Squares represent decision points, circles

represent possible events, and arcs correspond to transitions between logically related decisions and random events. There are as many arcs from solution vertices (squares) as there are options (alternatives); selection of a specific arc (decision option). Several arcs can also emanate from event vertices. But here the choice is made randomly in accordance with the given probabilities of individual cases.

Subjective and objective assessments of possible events are matched with tree branches. Walking along the constructed branches, each path is evaluated, as a rule, based on probabilities, and from all possible evaluations, the option of actions with the lowest probability is chosen. At the same time, each option receives a quantitative assessment.

In the process of building a tree, two types of branches are used: a branch of decisions and a branch of results. A branch of decisions involves making one or another decision and is indicated in the form of a vertex with branches departing from it (decisions). An event branch is drawn when external factors determine which of the possible random events will occur.

The idea of the decision tree method is that moving along the branches of the tree in the direction from right to left (that is, from the top of the tree to the first decision point) you can

- a) first, calculate the expected value (EV) for each branch of the tree:

$$EV_N = Q_N \times p_{pN} + (-R) \times p_{nN} - C, \quad (1)$$

where p_{pN} , p_{nN} , is the probability of an event (positive or negative) occurring;

Q_N is the value of the payoff of the N th alternative;

R is losses;

C is costs.

- b) compare these expected values, make a final choice of the best alternative.

The algorithm for building a decision tree looks like this.

At the first step, the task is formulated. Then those factors that are not related to the problem are discarded. The remaining factors should be divided into essential and non-essential; the possibilities of gathering information for

experimentation of real actions are determined; a list of events that may occur with a certain probability is made: a temporal order of events, the results of which contain useful and accessible information, and those sequential actions that can be taken are to be established.

At the second step, a decision tree is built. It consists of two main parts: decisions and probability events.

The essence of the third step is the estimation of the probabilities of environmental states, that is, comparing the occurrence chances of each specific event.

Establishing the payoffs (or losses, as negative payoffs) for each possible combination of alternatives (actions) of environmental states constitutes the fourth step.

At the fifth step, the task is solved – one of the alternatives is selected.

After the decision tree is built, one has to analyze it from right to left, that is, it is necessary to start with the last decision made. For each decision, the alternative with the highest rate of return (or with the lowest costs) is selected. If a decision is followed by several possible options of events, then the alternative with the greatest expected value (or with the least expected costs) is chosen.

The decision tree method includes the following factors:

a diagram in the form of a decision tree is used to illustrate the risk structure and the logic of the task solution;

the probability is indicated for the probability of each branch of the tree occurrence;

the expected value (*EV*) is calculated for each branch, and then the final *EV* for the task is given;

the method can be used to incorporate possible future test results and related management decisions into cost estimates;

the possibility of refusing the implementation of measures is included.

The decision tree method is used in situations where the results of one decision affect subsequent decisions. That is, the decision tree is a convenient method for carrying out and taking successive actions. The evaluation of alternatives in the case when the actions taken at one stage depend on the actions to be taken at the previous one is quite difficult.

Building a decision tree is most often used to analyze project (strategic) management decisions considering risks.

An example of a task solution

The management of an enterprise has three alternatives for the new product manufacturing: to build a new workshop; to refurbish the old workshop; to sell the patent to another company. The amount of profit that the company can receive depends on the favorable or unfavorable state of the market (Table 3).

Table 3

Initial data

Alternatives	Enterprise's activities	Favorable state of the market ($p = 0.6$)	Unfavorable state of the market ($p = 0.4$)
1	To build a new shop	+500 000	-400 000
2	To refurbish the old workshop	+100 000	-50 000
3	To sell the patent to another company	+40 000	+40 000

To choose the best alternative, the firm gathered the necessary information and built a decision tree, as shown in Fig. 1.

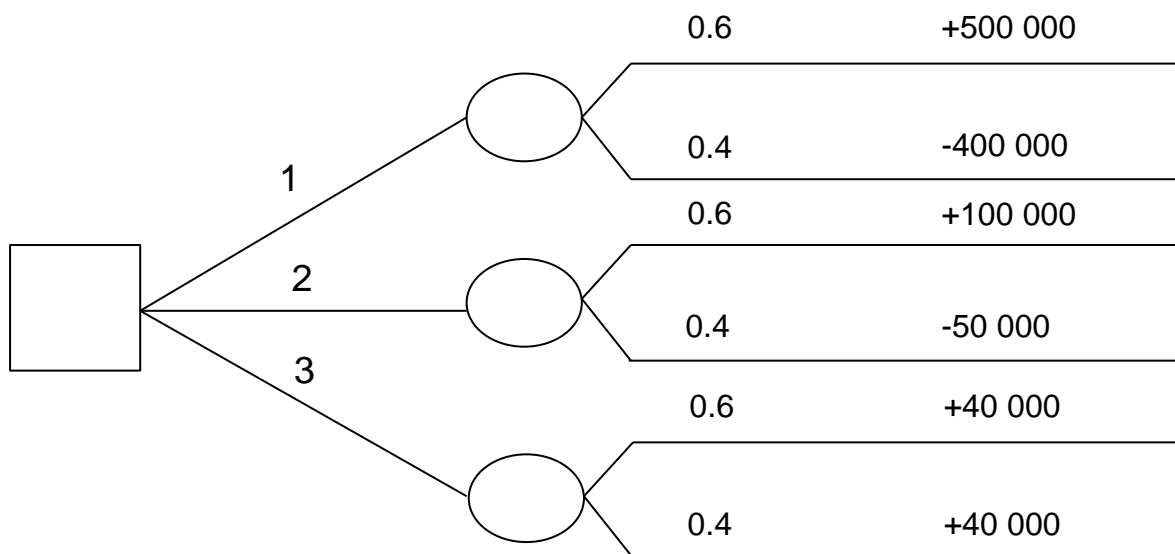


Fig. 1. A decision tree

Let's analyze the diagram from right to left and determine the expected value for three decision alternatives:

1. Building of a new workshop as a strategic direction of enterprise development. Let's calculate the expected value from the implementation of this strategy. The expected value is calculated based on two main conditions: under the condition of a favorable market, with a probability of 60 % ($p = 0.6$), the company will receive a profit in the amount of 500 000 thou UAH, and under the condition of an unfavorable market condition, with a probability of 40 % ($p = 0.4$), the company will suffer losses in the amount of 400 000 thou UAH. The results of the calculations are given below:

$$EV_1 = 0.6 \times 500\,000 + 0.4 \times (-400\,000) = 140\,000 \text{ (thou UAH).}$$

So, the expected value from the building of a new workshop is 140 000 thou UAH.

Thus, it is necessary to describe in detail all thoughts during calculations for all alternatives.

2. Refurbishing the old workshop:

$EV_2 = 0.6 \times 100\,000 + 0.4 \times (-50\,000) = 40\,000$ (thou UAH) (describe in detail).

3. Selling the patent to another company:

$EV_3 = 0.6 \times 40\,000 + 0.4 \times 40\,000 = 40\,000$ (thou UAH) (describe in detail).

Conclusions: thus, it is most expedient to choose the first strategy, that is, to build a new workshop. The second and third strategies should be discarded. The best solution gives the largest expected value, which is equal to 140 000 UAH.

In addition, you should propose recommendations for implementing the chosen strategy. This inference element is the creative element of the task. However, the proposed recommendations should be substantiated and based on the knowledge gained in the process of studying the courses "Management" and "Management 2".

A practical task.

Analysis of previously made decisions

The purpose: acquiring the skills in critical evaluation of one's own decisions.

The task: analysis of any five decisions you have made before. Determine which of them are programmed and which are unprogrammed.

Guidelines for completing the task

1. List any five decisions you have made in the past. These decisions could have been made both in everyday life and in business life.

2. Determine which of them are programmed and which are unprogrammed.

According to the degree of conditionality, decisions are divided into the programmed ones, the algorithm of which is known in advance, and the unprogrammed ones, which require non-standard situational approaches to solving problems (Fig. 2).

When making unprogrammed decisions, there is a problem of perception.

The following approaches to perception are distinguished:

selective perception – decisions are made based on experience;

"halo" effect – acting as an authoritative person does;

stereotypes – group-averaged characteristics of relevant situations or people are used [3].

3. Substantiate your choice.

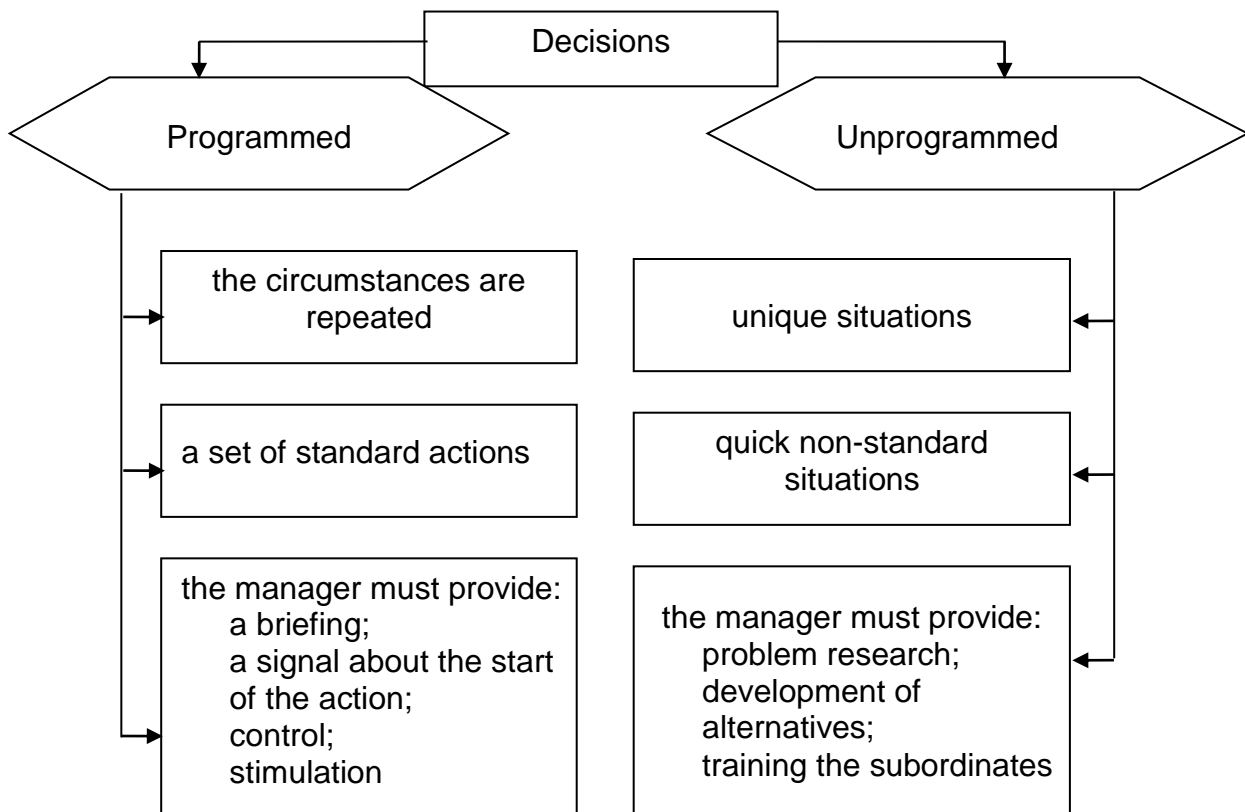


Fig. 2. **Decisions according to the degree of conditionality** [3]

Conclusions

Conclusions make the final stage of the coursework. Conclusions briefly present the most important theoretical and practical points of the coursework, from the point of view of the coursework purpose and tasks. The sequence of conclusions should match the set of the objectives given in the introduction.

The list of references

The list of references is placed after the conclusions. It consists of the literary sources that were used by the student when writing the coursework, namely legislative regulations, textbooks, monographs, articles in periodicals, websites, reference materials, etc. Unpublished sources (financial statements, technical documentation, other internal company documents, lecture notes prepared by the student, etc.) should not be included in the list of references. The number of sources depends on the novelty of the problem and the extent of its regulatory settlement. Based on the experience of preparation of the coursework, the recommended total number of sources in the list of references must be at least 10 positions.

Sources published no more than 5 years before writing the thesis should prevail.

Appendices

The coursework must contain appendices that reflect an appropriate information base for the analysis of the enterprise activity and must be properly designed. Also, the appendices should contain supplementary material that is used for comprehensive perception of the coursework.

4. The requirements concerning the design of a coursework

The general requirements

The coursework must be printed using a computer on one side of a sheet of white A4 paper (210 x 297 mm), half line spacing, up to thirty lines per page (except for the title page for which the space multiplier 1.3 is set).

The margins must be sized as follow: 25 mm left, 15 right, 20 mm upper, 20 mm bottom.

The main text font is Normal, Times New Roman, size 14. It is not allowed to make bold or italicize certain words or parts of the text (except headers and titles of tables, figures).

Paragraph indentation should be 1.25 cm, the basic text should be aligned by the width. Orphan or widow lines are not allowed.

Numbers cannot be separated from the units – they should be placed in the same line.

You must follow a single style design of the coursework. Printing must be clear, black. The density of the text of the coursework should be the same.

Interrogative and exclamation marks in the coursework are unacceptable.

The titles of the structural parts of the coursework are contents, introduction, sections, a list of references, etc. printed in capital letters (14 pt type, bold).

The section and subsection titles are single-spaced. Subsection titles are printed in small letters (except the first block), font size 14, bold. Between the text of the previous subsection and the title of the current subsection a space is left. There is no space directly after the subsection title. There is no full stop at the end of any title.

Each section starts with a new page. Each new subsection starting on the same page, where the previous one was finished is separated by a space.

The last page of each section must be at least in 2/3 completed by the text.

Numeration

Sections, subsections, figures, tables, and formulas are designated with Arabic numbers without the number sign "No.".

The first page of the coursework is the title page, which is included in the total number of the report pages. The title page is not numbered.

Page numbers are printed starting with the second page of the introduction to the end of the last page of appendices inclusively, in the upper right corner without a full stop. For page numbering font Times New Roman (size 12 pt) is used.

Before the section title its number in Arabic numerals is placed, followed by a full stop. The word "section" is not written.

Subsections are numbered within each section. The subsection number consists of the section number and the number of the subsection in this section with a full stop between these numbers.

Lists

Numbered or bulleted lists may be required in the report for reckoning certain objects, events or their properties. The general rules for using these lists are as follows:

1. In the case of quite long lists (consisting of several sentences) a numbered list is advisable. Each list item starts with a new line with a capital letter at the end position of a dot. Numbering is done with Arabic numerals, a dot after the number.

2. If logic requires the implementation of numbering list items with a small number of items, a numbered list is used. Numbering is done with Arabic numerals or small letters of the Latin alphabet, a bracket after the number. Each list item starts with a new line of small letters with a semicolon at the end. The last item ends in a full stop.

3. If necessary, a multilevel list is used (if some or the entire list contain "nested" lists) which should follow the same rules as for bulk item lists.

4. In all other cases, use a bulleted list. Each list item starts with a new line of small letters with a semicolon at the end. At the end of the last item a full stop is put. Markers are either not used, or used as a marker line (dash). Do not use other types of markers (circle, flower, hand, etc.).

5. The style design of the lists (size, indentation, tab) must be the same throughout the work.

Figures

Figures (diagrams, charts, graphs) should immediately follow the text where they are mentioned for the first time, or on the next page. Figures larger than A4 size are considered as one page and placed on A3 sheets after mentioning in the text or in appendices.

If the reference information (photos, drawings, diagrams, charts, graphs, maps) is placed in the appendix, make sure it is referred to in the text.

Each figure in the main text of the coursework or appendix must be referenced in the text.

All artwork, regardless of whether they are graphs, charts, diagrams, etc., are indicated with the word "Fig." with the capital letter and numbered consecutively within a section, except for the figures presented in the appendices. Most figures should contain a chapter number and a serial number, a dot between them. The figure captions are consistently placed exclusively under the figure. The figure number and the caption are separated by a dot, e.g. **"Fig. 1.2. The objectives of the personnel management"**.

A figure example is presented in Fig. 3.

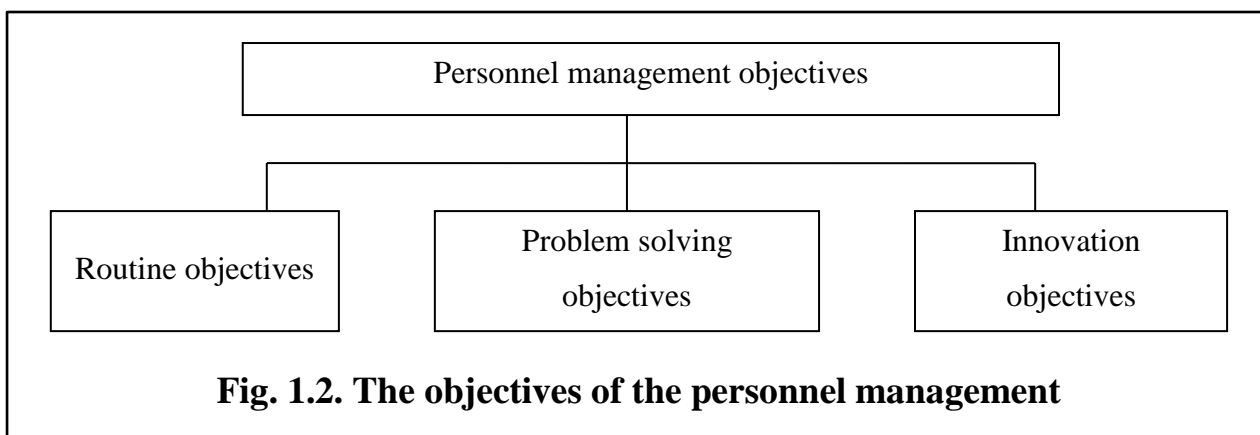


Fig. 3. An example of presenting a figure

Figures must be made by computer and be black and white. All color figures are allowed only in the appendices.

Tables

Tables are numbered consecutively within the section. Near the right sheet margin, leaving a space after the text, the word "Table" with its number is placed. Most tables should consist of the section number and the serial number of the table, a dot between them. There is no dot after the table number, for example, "Table 3.2", which means the second table of the third section.

The name of the table is given in the next line, symmetrically to the text. The word "Table" and the table name start with a capital letter. The word "Table" and its number and name should be given in the bold type. Under the table title do not miss a space, and place the table. A sample table is given in Fig. 4.

Table 3.2

Calculation of the integrated grade of the new equipment quality and effectiveness

Criteria	Avg weighted	Weight
Producer	4	0.36
Functional capabilities of the equipment	4.24	0.37
Guarantee	2.79	0.1
After-sales service	1	0.06
Equipment cost	3.60	0.11

Fig. 4. A sample table

Each table must include a header with the names of the columns (sometimes – with the names of the lines). The table header font must be bold.

The tables are placed after the first mentioning of them in the text or, failing that, on the next page. The table is placed so that it can be read without turning the unit of work or intertwined with turning clockwise.

All the tables of the coursework must be referenced in the text.

All the parts of the table transferred to another worksheet are not entitled, but the words "Continuation of the table" and its number are provided at the right margin, for example: "Continuation of table 1.2". On the last page instead of "Continuation of the table" write "End of the table". The words "Continuation of the table", "End of the table" and the number of tables are given in bold.

For tables, Font 14, 12 or 10 pts Times New Roman may be used, line spacing must be single.

Tables sized 2 full sheets, or more are transferred to the appendix.

Formulas

Formulas in the coursework are performed using standard mathematical editors Microsoft Office (e.g. Microsoft Equation 3.0) and numbered (if more than one) within the section. Formulas are placed symmetrically to the text, immediately followed by a comma, or punctuation may be missing. Styles of all the formulas in the work must be the same.

Most formulas consist of the section number and the serial number of the formula in the section, a dot between them. The formula number is provided at the right sheet margin in parentheses. There is no dot between the formula and its number and after the formula number in parentheses.

Directly under the formula there must be an explanation of all the symbols and numerical values of the coefficients used in the formula (including the symbol that indicates the value for which the calculation formula is made), in the order in which they are listed in the formula.

A formula sample is given below:

$$AEE = I_a - C_a, \quad (2.5)$$

where AEE is the annual economic effect, thou UAH;

I_a is the additional marginal income during the year, thou UAH;

C_a is the additional costs during the year, thou UAH.

According to the example, it is the fifth formula of the second section.

The list of references

When writing a course work, students must necessarily make references to the source material or some results which are presented in the

coursework (theoretical sources, reference materials, etc.), as well as tables, equations, figures and appendices of the coursework.

If you use the information, materials from textbooks, monographs, review articles, and other sources of many pages, then the reference must accurately specify the number of pages, figures, tables, formulas from the source which is referenced in the report.

The source must be cited in the text with the serial number as indicated on the list of references and given in two brackets, e.g. "[4, p. 21 – 22]" (fourth number in the list of references, pages 21 – 22), or "... in [14, 21, 30] ..." [16].

A reference to a figure contains the serial number, for example: "Fig. 1.4" in lowercase letters.

A reference to a formula indicates the formula serial number in brackets, e.g.: "... in (2.3)."

When referring to a table in the text, the word "table" is written in lowercase letters, for example: "... in table 1.4".

In repeated references to tables, illustrations and formulas the word "see" is written, for example, "see table 1.2".

References can also be designed according to the requirements of State Standard of Ukraine (DSTU) 8302:2015 (a sample design can be found by link http://lib.znau.edu.ua/jirbis2/images/phocagallery/2017/Pryklady_DSTU_8302_2015.pdf).

Sources in the list of references are given in alphabetical order (using the author's first surname or headers in alphabetical order). The sources in Ukrainian are given first followed by foreign-language sources. The sources are numbered sequentially.

When putting sources in the list of references make sure all the source data are included: the name of the author(s), the title of the work, the location and the name of the publisher, the year of publication, the total number of pages (for periodicals, the page range of the article referred to is indicated). When making a list of references pay attention to the following general requirements:

the initials and the surname of the author are not detached from each other, that is they are always placed in the same line;

names and other details of the sources in Russian and other foreign languages are not translated;

the abbreviation of the word "page" ("p.") is always placed in the same line with the corresponding number;

a journal (newspaper) number should not be provided as a separate item, instead a separate article can only be given as a list item;

the URL-address of a Web site as the main text and in the list of references cannot be invoked font with underline;

strictly adhere to the requirements of punctuation (based on the sample composition) without replacing a dash, making the necessary padding between the structural elements of the list of literature and punctuation.

Sample literature according to the types is given in Appendix B of the guidelines. In the work, the list of used literature is not drawn up like a table, as it is presented in Appendix B, but like a numbered list.

You can use the online link generator to create items in the list of references: <https://www.grafiati.com/uk/blogs/dstu-8302-2015-referencing-generator/>.

Appendices

Appendices are drawn as an extension of the coursework immediately after the list of references as a separate part, and placed in the order of appearance of references in the text of the coursework. Appendices should begin with a title page, with a symmetrically printed word "APPENDICES". Each appendix must also begin with a title page with the word "APPENDIX" and the relevant letter placed symmetrically to the page, and given in bold. For example: "APPENDIX A". Its name should be given in small letters, in bold in the next line, for example: "The organizational structure of the enterprise management." The words "additional", "appendix", appendix number and the name in quotation marks are not provided.

Appendices should be identified consistently in capital letters of the English alphabet for example: "APPENDIX A", "APPENDIX B" and so on.

Figures, tables and formulas in appendices are numbered within each appendix, e.g. "Fig. E.2" is the second figure in APPENDIX E, (A.1) is the first formula in APPENDIX A. The figures, tables and formulas in appendices should be designed according the general requirements for the coursework.

Recommended literature

Main

1. Наливайко Л. Методи прийняття управлінських рішень : конспект лекцій з навчальної дисципліни / Л. Наливайко, Т. Симоненко. – Дніпро : Дніпропетровський державний університет внутрішніх справ, 2019. – 67 с.

2. Прийняття управлінських рішень : навчальний посібник / Ю. Є. Петруня, Б. В. Літовченко, Т. О. Пасічник та ін. ; за ред. Ю. Є. Петруні. – Дніпро : Університет митної справи та фінансів, 2020. – 276 с.

3. Лепейко Т. І. Менеджмент [Електронний ресурс] : навчальний посібник / Т. І. Лепейко, О. М. Миронова. – Харків : Вид. ХНЕУ, 2010. – 204 с. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/30823>.

4. Менеджмент [Електронний ресурс] : навчально-практичний посібник для самостійного вивчення дисципліни у схемах, таблицях, тестах та завданнях / М. В. Афанасьєв, І. Я. Іпполітова, В. В. Ушкальов, І. Г. Муренець ; за заг. ред. В. В. Ушкальова. – Харків : ХНЕУ ім. С. Кузнеця, 2021. – 392 с. – Режим доступу : <http://repository.hneu.edu.ua/handle/123456789/26540>.

5. Менеджмент у структурах видавничо-поліграфічного комплексу [Електронний ресурс] : навчальний посібник / Т. І. Лепейко, Т. П. Близнюк, А. В. Котлик та ін. – Харків, ХНЕУ, 2011. – 352 с. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/30822>.

6. Теорія управління [Електронний ресурс] : навчальний посібник / І. А. Грузіна, І. О. Кінас, І. М. Перерва [та ін.] ; Харківський національний економічний університет ім. С. Кузнеця. – Електрон. текстові дан. (1,25 МБ). – Харків : ХНЕУ ім. С. Кузнеця, 2021. – 137 с. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/27798>.

Additional

7. Certo C. S. Modern Management: Concepts and Skills, Global Edition (ABE) / C. S. Certo, S. T. Certo. – London : Pearson education, 2018. – 576 p.

8. Das T. K. Cultural Values in Strategy and Organization / T. K. Das. – Charlotte : Information Age Publishing, 2021. – 370 p.

9. Gordon F. Management and Visualisation: Seeing Beyond the Strategic / F. Gordon. – London : Routledge, 2022. – 140 p.

10. İlknur K. Organizational Mastery: The Impact of Strategic Leadership and Organizational Ambidexterity on Organizational Agility / K. İlknur. – Berlin : Springer, 2022. – 143 p.

11. Marco R. A. 3D Management an Integral Theory for Organisations in the Vanguard of Evolution / R. A. Marco. – Cambridge : Cambridge Scholars Publishing, 2020. – 362 p.

12. Walter St-H. Disruptive Leadership for Organizations: Strategies and Innovations in Digitalized Economy / St-H. Walter. – London : Routledge, 2022. – 450 p.

13. Butenko D. S. Corporate culture as a component of motivational management [Electronic resource] / D. S. Butenko, K. R. Nemashkalo // Ефективна економіка. – 2021. – № 2. – Access mode : <http://www.repository.hneu.edu.ua/handle/123456789/25944>.

14. Kanova O. A. Modern approaches to the strategic planning of an economic system development [Electronic resource] / O. A. Kanova // Сучасні проблеми управління підприємствами: теорія та практика : матеріали міжнар. наук.-практ. конф., Харків – Торунь, 16 квіт. 2021 р. : тези допов. – Дніпро : Середняк Т. К., 2021. – Р. 11–12. – Access mode : <http://www.repository.hneu.edu.ua/handle/123456789/25946>.

15. Myronova O. Organizational culture as a motivation factor under the conditions of the martial state [Electronic resource] / O. Myronova, O. Mazorenko // Економіка та суспільство. – 2023. – Вип. 52. – Access mode : <http://www.repository.hneu.edu.ua/handle/123456789/30497>.

16. Pererva I. Use of creative marketing in the implementation of enterprise strategy [Electronic resource] / I. Pererva, O. Myronova

// Economics of Development. – 2023. – No. 22 (2). – P. 28–40. – Access mode : <http://www.repository.hneu.edu.ua/handle/123456789/29814>.

17. The impact of strategic decisions on the future development of organisations and economic dynamics [Electronic resource] / O. Iastremska, O. Tryfonova, O. Mantaliuk et al. // Futurity Economics&Law. – 2023. – No. 3 (4). – P. 117–134. – Access mode : <http://www.repository.hneu.edu.ua/handle/123456789/30629>.

Information resources

18. Електронний каталог Національної бібліотеки України імені В. І. Вернадського. – Режим доступу : www.nbuv.gov.ua.

19. Електронний каталог Харківської державної наукової бібліотеки імені В. Г. Короленка. – Режим доступу : <http://korolenko.kharkov.com>.

20. Інтернет портал для управлінців. – Режим доступу : <http://www.management.com.ua/>.

Appendices

Appendix A

An example of a title page of a coursework

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETZ KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

MANAGEMENT AND BUSINESS DEPARTMENT

Coursework mark _____

Defense mark _____

Total mark _____

Date of receipt at the department _____

COURSEWORK

on the course "MANAGEMENT 2"

on the topic "Benchmarking as a managerial tool"

Student

group 6.03.073.040.22.1

Dmytro SHEVCHENKO

Committee:

Kharkiv, 20__

Table B.1

Examples of formatting of a list of references

Type of source	Examples of formatting
1	2
Laws, bylaws	<p>1. Господарський Кодекс України від 16.01.2003 р. № 436-IV. <i>Відомості Верховної Ради України</i>. 2003. № 18, № 19–20, № 21–22. Ст. 144.</p> <p>2. Про Державну програму економічного і соціального розвитку України на 2010 рік : Закон України від 20.05.2010 р. № 2278-17. <i>Відомості Верховної Ради України</i>. 2010. № 33. Ст. 470.</p> <p>3. Про схвалення Державної програми розвитку промисловості на 2003 – 2011 роки : Постанова Кабінету Міністрів України від 28.06.2003 р. № 1174. <i>Офіційний вісник України</i>. 2003. № 31. Ст. 1628.</p>
State standards	4. ДСТУ ISO 9001: 2001. Системи управління якістю [Чинний від 2001-06-27]. Київ, 2001. 24 с. (Інформація та документація).
Laws, bylaws, standards posted on the Internet	5. Про Державну програму економічного і соціального розвитку України на 2010 рік: Закон України від 20.05.2010 р. № 2278-17. URL: http://zakon.rada.gov.ua/cgi-bin/laws/main.cgi?nreg=2278-17 (дата звернення: 12.10.2023 р.).
Books: monographs, textbooks, manuals, dictionaries (one author)	<p>6. Близнюк Т. П. Вплив циклічності розвитку економіки на інноваційну діяльність підприємства : монографія. Харків : ФОП Александрова К. М., 2008. 352 с.</p> <p>7. Parker J. Principles of scientific research. 7th ed. London : Editorial, 2017. 301 p.</p>
Books: monographs, textbooks, manuals, dictionaries (2–3 authors)	<p>8. Лепейко Т. І., Котлик А. В. Процесний підхід до управління конкурентоспроможністю підприємства : монографія. Харків : Вид. ХНЕУ, 2012. 316 с.</p> <p>9. Wilson D., Lister P., Andrews A. Modern surgery. Manchester : MAN, 2011. 240 p.</p> <p>10. Білоус С. І., Корнійчук В. П. Філософія освіти. Переяслав-Хмельницький, 2016. 176 с.</p>
Books: monographs, textbooks, manuals, dictionaries (4 authors)	<p>11. Організація маркетингового управління діяльністю підприємств машинобудівного кластера в умовах глобалізації : монографія / Лепейко Т. І., Пилипенко А. А., Пушкар О. І., Березовський К. М. Харків : ТОВ "Золоті сторінки", 2015. 664 с.</p> <p>12. Referencing styles / G. R. Edwards et al. Los Angeles : International Publishing, 2010. 280 p.</p>
Books: monographs, textbooks, manuals, dictionaries (over 4 authors)	<p>13. Концептуальні засади менеджменту в інформаційній економіці : монографія / Лепейко Т. І. та ін. ; під заг. ред. Т. І. Лепейко. Харків : Вид. ХНЕУ, 2010. 252 с.</p> <p>14. Referencing styles / G. R. Edwards et al. Los Angeles : International Publishing, 2010. 280 p.</p> <p>15. Менеджмент у структурах видавничо-поліграфічного комплексу : навчальний посібник / Лепейко Т. І. та ін. Харків : Вид. ХНЕУ, 2011. 352 с.</p>

Appendix B (continuation)

Table B.1 (continuation)

1	2
Without an author	16. Міжнародні відносини : монографія / за ред. М. А. Березовського. Київ : ЦУЛ, 2016. 162 с. 17. Routledge handbook of international statebuilding / ed. by D. Chandler, T. D. Sisk. London : Routledge, 2013. 448 p.
Part of a publication (monograph)	18. Лепейко Т. І., Котлик А. В. Сучасні підходи до виділення підсистем підприємства. Концептуальні засади управління підприємством як економічною системою : монографія / за ред. В. О. Коюда. Харків : Вид. ХНЕУ, 2007. С. 26–47. 19. Goehr L. The concept of opera. The Oxford handbook of opera / ed. by H. M. Greenwald. Oxford, 2014. P. 92–136.
Multi-volume editions	20. Бондаренко В. Г., Канівська І. Ю., Парамонова С. М. Теорія ймовірностей і математична статистика. У 2 ч. Київ : НТУУ "КПІ", 2006. Ч. 1. 125 с. 21. Енциклопедія рослин / редкол.: І. М. Деркач та ін. Київ : ЦУЛ, 2016. Т. 8. 812 с. 22. Котлик А. В. Критика застосування методу радару для оцінки конкурентоспроможності підприємства. Актуальні проблеми економічного та соціального розвитку виробничої сфери : матеріали VI Міжнародної науково-теоретичної конференції молодих вчених і студентів, м. Донецьк, 21–22 травня 2009 р. Донецьк : ДВНЗ ДонНТУ, 2009. Т. 1. С. 291–294. 23. Бюджетна система України: історія, стан та перспективи : у 3 т. / Акад. прав. наук України. Львів : Право, 2012. Т. 2 : Бюджетний менеджмент / заг. ред. Ю. П. Бубряка. 476 с.
Translated editions	24. Брігхем Є. В. Основи фінансового менеджменту / пер. з англ. В. Біленького та ін. Київ : Молодь, 1997. 998 с.
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Table B.1 (the end)

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НАВЧАЛЬНЕ ВИДАННЯ

МЕНЕДЖМЕНТ 2

**Методичні рекомендації
до виконання курсової роботи
для здобувачів вищої освіти
спеціальності 073 "Менеджмент"
освітньої програми "Бізнес-адміністрування"
першого (бакалаврського) рівня
(англ. мовою)**

Самостійне електронне текстове мережеве видання

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Редактор *З. В. Зобова*

Коректор *З. В. Зобова*

Подано перелік тем для виконання курсової роботи. Розглянуто основні моменти, які допоможуть здобувачам вищої освіти в підготовці та презентації курсових робіт із навчальної дисципліни. Наведено зміст та вимоги до написання курсової роботи.

Рекомендовано для здобувачів вищої освіти спеціальності 073 "Менеджмент" освітньої програми "Бізнес-адміністрування" першого (бакалаврського) рівня.

План 2024 р. Поз. № 59 ЕВ. Обсяг 38 с.

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*Свідоцтво про внесення суб'єкта видавничої справи до Державного реєстру
ДК № 4853 від 20.02.2015 р.*