

SYLLABUS

INTERNATIONAL EUROPEAN
UNIVERSITY



EUROPEAN SCHOOL OF BUSINESS

**Methods for management
decision making**

2023



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Course Name 

 Methods for management decision making

Lecturer (s) 

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Lecturer's profile 

 <https://business.ieu.edu.ua/pro-yemsh/struktura-kafedry-vykladachi/kafedry/kafedra-menedzhmentu#zzz-014>

Consultations

online consulting



offline consulting



First Thursday of the month 9 a.m. – 10 a.m.
Wednesday 12 p.m. – 1 p.m.

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Discipline page 

 <https://business.ieu.edu.ua/navchannia/orhanizatsiia-osvitnoho-protsesu/robochi-prohramy/bakalavrat>

Form of final control

test

def. test

exam



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1 Brief discipline annotation

The change of the social system in Ukraine resulted in the introduction of market tools in the management of the economy and expanded intelligent possibilities of management systems. All this makes new and more developed methods of management and management decision-making at all hierarchical levels necessary. To learn methods for management decision making, one should have not only the appropriate theoretical substantiation of approaches to performing this task but also the readiness of practice to perceive recommendations of science. The specific feature of mastering this course is not only acquiring knowledge about the application of methods for management decision making but also the development of skills for the practical use of this knowledge. The discipline should be studied after acquiring the set of necessary knowledge in natural, social, technical and humanitarian disciplines, as well as the ability to use them in practical management activities.

2 Background for studying discipline

Before studying the academic discipline, students should acquire the set of necessary knowledge in natural, social, technical and humanitarian disciplines, as well as the ability to use them in practical management activities.

3 Goal and objectives of the discipline

The goal of the Methods for management decision making discipline is to achieve the academic purpose in the program, activate students' thinking, their development, making independent managerial decisions, as well as to enhance the interaction between students and lecturers using direct and reverse relations, lecturer's creative thinking. The main factor in training specialists is not knowledge itself but the ability to think when solving problems and applying existing knowledge.

Key objectives of the discipline:

- methods of diagnosing economic problems when analyzing specific situations, suggesting ways of their solution and assessing the expected results;
- methods of organizing the process of rational problem solving at organizations;
- quantitative methods of making managerial decisions.

4 Learning outcomes

PLO 3. To show knowledge of theories, methods and functions of management, contemporary leadership concepts.

PLO 4. To show skills in defining problems and grounding managerial decisions.

PLO 6. To define skills in finding, collecting and analyzing information, calculating criteria for grounding managerial decisions.

PLO 8. To apply management methods for ensuring efficient organization operations.

PLO 9. To show interaction, leadership and teamwork skills.

PLO 11. To show skills in analyzing the situation and carrying out communications in different areas of organization activities.

PLO 12. To assess legal, social and economic consequences of organization functioning.

5 ECTS credits

3 ECTS credits / 90 academic hours

Content sections and topics	Amount of hours											
	full-time mode of study						part-time mode of study					
	total	including					total	including				
		l	p	lab.	ind.	i. w.		l	p	lab.	ind.	i. w.
1	2	3	4	5	6	7	8	9	10	11	12	13
Content section 1. THEORETICAL AND METHODOLOGICAL PRINCIPLES OF SELF-MANAGEMENT.												
Topic 1. General concepts of methods of management personnel activities.	7	2	2	-	-	3	10	2	-	-	-	8
Topic 2. Laws, principles and methods affecting the development and implementation of managerial decisions.	11	4	4	-	-	3	8	-	-	-	-	8
Topic 3. Person and decision-making systems.	7	2	2	-	-	3	10	-	2	-	-	8
Topic 4. Structural and functional organization of managerial decision making (psychological aspect). Managerial decision making as an integral component of the regulation process of joint activities.	11	4	4	-	-	3	10	2	-	-	-	8
Topic 5. Managerial decision making in the management system.	8	2	2	-	-	4	8	-	-	-	-	8
Total per content section 1	44	14	14	-	-	16	46	4	2	-	-	40
Content section 2. SELF-MANAGEMENT STRATEGIES AND TECHNOLOGIES.												
Topic 6. Key stages of developing managerial decisions.	7	2	2	-	-	3	9	2	-	-	-	7
Topic 7. Methods of making managerial decisions. Methods of forecasting of managerial decisions.	12	4	4	-	-	4	10	-	2	-	-	8
Topic 8. Making and implementing strategic and tactical decisions	8	2	2	-	-	4	7	-	-	-	-	7
Topic 9. Methods of managing decision makers. Methods of organizational and stabilization impact.	12	4	4	-	-	4	8	-	-	-	-	8
Topic 10. Methods of making functional decisions	7	2	2	-	-	3	10	2	-	-	-	8
Total per content section 2	46	14	14	-	-	18	44	4	2	-	-	38
Total hours	90	28	28	-	-	34	90	8	4	-	-	78



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List of obligatory tasks

1. General concepts of methods of management personnel activities.
2. Laws, principles and methods affecting the development and implementation of managerial decisions.
3. Person and decision-making systems.
4. Structural and functional organization of managerial decision making (psychological aspect). Managerial decision making as an integral component of the regulation process of joint activities.
5. Managerial decision making in the management system.
6. Key stages of developing managerial decisions.
7. Methods of making managerial decisions. Methods of forecasting of managerial decisions.
8. Making and implementing strategic and tactical decisions
9. Methods of managing decision makers. Methods of organizational and stabilization impact.
10. Methods of making functional decisions.

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List of selective tasks

1. The nature of method. Definition of activity methods.
2. Categories of management theory. Interrelation of activity methods with the main categories of activity theory, management theory.
3. The concept of principle, purpose, function and structure of management.
4. The role and place of methods of making managerial decisions in the general system of categories of the management theory.
5. Mechanism of action of management laws (goal setting, diversity, motion, feedback, entropy) and their consideration in the development and implementation of managerial decisions.
6. Mechanism of action of economic laws (dependence between price and supply, demand and supply, growth of additional costs) and their consideration in the development and research of managerial decisions.
7. Mechanism of action of economic laws (profitability, economic relationship of costs in production and consumption, the effect of production scale, time savings, competition and optimal legislation) and their consideration in the development and use of managerial decisions.
8. Mechanism of action of labor laws (distribution, division, change, cooperation) and their consideration in the development and research of managerial decisions.
9. Structure of activity methods. Their contents, focus and organizational forms.
10. Classification of management personnel activity methods.

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Discipline features

Period of teaching	Semester	International disciplinary integration	Year of study	Courses: general training/ professional training/elective
1st semester	7th semester	available	4th year	Elective disciplines



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10 Assessment system and requirements. General system of discipline assessment

As part of discipline teaching, one carries out current and final control of students' knowledge.

The final test grade is given according to the total rating of students.

QR Code: <https://ieu.edu.ua/docs/pol-mark-esb.pdf>

According to the results of current control during a semester, students can obtain 100 points maximally, the minimum sum of points allowing students to pass the discipline is 60 points.

Correlation between national and ECTS grades and student rating: QR Code: <https://ieu.edu.ua/docs/pol-mark-esb.pdf>

11 Admission to final control

The minimum amount of points that should be obtained by students for current educational activities during a semester to be admitted to the final control is 36 points. The grade for the discipline is defined as a sum of the final points for current activities and the points for the final control and is expressed due to the multipoint scale.

The grade for the discipline completing with the exam is determined as the sum of points for current learning activities (at least 36), points for individual independent work of students (no more than 6) and points for the test (at least 24).

The overall points of the discipline are 100. The total grade for the discipline is given according to the national and European scale.

The final control in the form of an exam is carried out after learning all the topics of the discipline, during the examination session.

QR Code: <https://ieu.edu.ua/docs/050.pdf>

12 Discipline policy

To ensure fruitful learning and cognitive activities of students while studying the discipline, one holds relevant lectures and seminars in the form of presentations, case studies, group work and discussion seminars.

During classes and at the University, students should respect lecturers, staff and other students, attend classes according to the schedule, come on time and not leave classes without lecturer's permission. All academic assignments should be performed by the deadlines.

The teaching staff should constantly advance their professional level, teaching skills, general culture, as well as provide students with appropriate conditions for learning educational programs according to the requirements for the content, level and capacity of education, and encourage their comprehensive professional development. Lecturers should follow the curriculum, not be late for classes, not allow any manifestations of corruption, discrimination, bullying, harassment and infringement of the students' rights.

13 Policy of absence and late task performance

Students who miss the current control for valid reasons confirmed by documents have the right to take current control within two weeks after returning to studying.

Students who have missed classes without valid reasons, have not participated in current control activities, have not liquidated academic failure are not admitted to the final semester control of this discipline. In this case, an academic staff member puts a mark 'non-admission' in the exam record.

Repeated taking of the exam in the discipline is appointed in case of accomplishing all types of educational, independent (individual) work stipulated by the working program of the academic discipline and is carried out according to the approved schedule of academic failure liquidation.

QR Code: <https://ieu.edu.ua/docs/050.pdf>



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14 Academic integrity policy

Participants in the educational process rely on the academic integrity principles QR Code:
<https://ieu.edu.ua/docs/011.pdf>

15 Recommended sources of information

Primary (basic) literature:

1. Decision making theory: Textbook / Edited by Butko M.P. Kyiv: Center for educational literature, 2018. 360 p.
2. Watkinson M. GRID. Decision-making tool in any business (yours too). Kyiv: KM-Books, 2019. 608 p.
3. Martin R., Riel D. Decision-making techniques. How leaders make choices. Kyiv: Nash Format, 2019. 248 p.
4. Nehrei M.V., Tuzhyk K.L. Decision-making theory. Study guide. Kyiv: Center for educational literature, 2018. 272 p.
5. Methods of making managerial decisions // Lecture notes in the discipline – Dnipro: Dnipropetrovsk State University of Internal Affairs, 2019. – 67 p.
6. Kochkodan V.B. Methods of making managerial decisions: Lecture notes. Ivano-Frankivsk: IFNTUOG, 2019. 128 p.
7. Hevko I.B. Methods of making managerial decisions: Textbook. Kyiv: Condor, 2018. 187 p.

Additional literature:

1. Managerial decisions: methodical recommendations for studying the discipline [Text] / Ministry of Education and Science of Ukraine, Donetsk National University of Economics and Trade named after Mykhailo Tuhan-Baranovskyi, Department of Marketing and Management; N.S. Ivanova, N.S. Pryimak, I.A. Karabaza, V.V. Barabanova, I.V. Shapovalova – Kryvyi Rih : [DonNUET], 2020. 55 p.
2. Methodological fundamentals of developing the main stages of managerial decisions in business structures. Efficient economy: electronic journal. 2019. Edition 8. DOI: <https://doi.org/10.32702/2307-2105-2019.8.34>.
3. Nechaieva I. Particularities of managerial decision making, their evaluation and assessment in the crisis. Economic analysis. 2019. Edition 29. Part 1. pp. 156-163. URL: <https://www.econa.org.ua/index.php/econa/article/download/1644/6565656762>. 3i.
4. Lysenko V.V., Kondratiuk N.V., Pronska V.V. Managerial decisions as a key component of the organization's management model. Market infrastructure: electronic scientific journal. 2019. Edition 32. pp. 149-154. URL: http://www.market-infr.od.ua/journals/2019/32_2019_ukr/24.pdf. 4i.
5. Kuznetsova I.O., Sokurenko I.A. Stages of the life cycle of a small enterprise: characteristics and specifics of managerial decision making. Bulletin of Social and Economic Research. 2019. Edition 1 (69). P. 179-188. URL: <http://oaji.net/pdf.html?n=2019/2849-1576243368.pdf>.
6. Shulzhenko I.V., Tupkalo B.M. Improvement of the mechanism of implementing managerial decisions in the enterprise. Economic Forum. 2018. Edition 4. P. 233-239. URL: http://dSPACE.pdaa.edu.ua:8080/bitstream/123456789/2459/1/Шульженко,Тупкало_стаття.docx.
7. Yakovenko O.I. Formation of professional competencies of economists in the process of practical training: study guide: PE Lysenko M. M. Publisher, 2014. – 184 p.
8. Managerial decision making: study guide / [Y.Y. Petrunia, B.V. Litovchenko, T.O. Pasichnyk, et al.]; edited by Y.Y. Petrunia – [3rd ed., revised and supplemented]. – Dnipro: University of Customs and Finance, 2015. – 209 p.
9. Darlow Des. Key managerial decisions. Decision-making technology: Translated from English. K.: Vseuvyto; Naukova Dumka, 2001. – 242 p.
10. Kihel V.R. Methods and models of decision making support in the market economy: Monograph. K.: Center for educational literature, 2003. 202 p.
11. Petrov E.H., Novozhylova M.V., Hrebinnik I.V. Methods and means of decision-making in social and economic systems: study guide. K.: Technika, 2004. – 256 p.



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Рекомендовані джерела інформації

12. Pryimak V. M. Management decision making: Study guide. K.: Atika, 2008. – 240 p.
13. Smolennikov D.O. Methods of making managerial decisions: lecture notes by D.O. Smolennikov. Sumy: Sumy State University, 2008. – 89 p.
14. Vasylenko V.O. Theory and practice of managerial decision development: study guide. Kyiv: Center for educational literature, 2002. – 420 p.
15. Prytula M.M. Dynamic models and methods of decision making in the market economy: study guide. Lviv: Ivan Franko National University of Lviv, 2007. – 256 p.
16. Smolennikov D.O. Methods of making managerial decisions: lecture notes. Sumy: Publishing House of Sumy State University, 2008. – 89 p.
17. Sadovska I.B. Accounting and analytical support of managerial decision making: monograph / I.B. Sadovska – Lutsk: Lesya Ukrainka Volyn National University, 2010. – 228 p.
18. Tarkutsiak A.O. Financial analysis and managerial decisions (on the example of a higher education institution): [study guide] / A.O. Tarkutsiak – K.: Publishing House of European University, 2001. – 204 p.
19. Orliv M.S. Preparation and adoption of managerial decisions: educational and methodical materials / M.S. Orliv; compiled by H.I. Bondarenko. K.: National Association of Road Builders of Ukraine, 2013. – 40 p.

14. INFORMATION RESOURCES:

1. Official website of the Vernadsky National Library of Ukraine // Electronic resource. – Available at: <http://nbuv.gov.ua>.
2. Website of free electronic textbooks online // Electronic resource. – Available at: <https://pidru4niki.com>.
3. Official website of CHITALKA student electronic library // Electronic resource. – Available at: <http://chitalka.info>.
4. Official website of the online library of educational and scientific literature // Electronic resource. – Available at: <https://eduknigi.com>.
5. Website of the textbook electronic library // Electronic resource. – Available at: <http://studentam.kiev.ua>.
6. Adizes Institute // Electronic resource. – Available at: <https://adizes.me>
7. Internet portal for managers // Electronic resource. – Available at: <http://www.management.com.ua>.
8. Decision-Making for Business // Electronic resource. – Available at: <https://www.udemy.com/decisionmaking-for-business>.
9. Decision-Making Techniques for Success // Electronic resource. – Available at: <https://www.udemy.com/5-decision-making-techniques-for-success>.
10. SMART Goal Setting Made Simple: A Step-by-Step Success Guide // Electronic resource. – Available at: <https://www.udemy.com/smart-goal-setting-made-simple>.
11. Goal Setting // Electronic resource. – Available at: <https://ru.coursera.org/learn/fundamentalsofmanagement/lecture/3rJ6p/3-2-goal-setting>

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Рекомендовані джерела інформації

If you want to succeed in this discipline, you should be:

- **persistent, attentive and curious;**
- **creative, cheerful, and open to communication and discussions;**
- **ready to acquire information and knowledge about the subject not only during lectures but also during extracurricular activities.**

See you at classes!