

SYLLABUS

INTERNATIONAL EUROPEAN
UNIVERSITY



EUROPEAN SCHOOL
OF BUSINESS



SYLLABUS



Course and educational program	Management Decision Making Methods Management EP
Course description	The changing environment of enterprise activities prompts the use of new, more flexible management methods. The main tool of management is managerial decision-making. To learn management decision making methods, one should have not only the appropriate theoretical substantiation of approaches to performing this task but also the readiness of practical implementation. The specific feature of mastering this course is not only acquiring knowledge about the application of management decision making methods but also the development of skills for the practical use of this knowledge.
Prerequisites for studying	The discipline should be studied after acquiring the set of necessary knowledge in management. It is based on the knowledge of such disciplines as Organization of Management Operations, Management, Accounting and Auditing, Controlling, Enterprise Activity Management Technologies, Logistics, and Business Activity Organization.
Number of credits/hours	3 ECTS credits / 90 academic hours
Learning format	Blended learning
Classroom location	https://dist.ieu.edu.ua/course/view.php?id=689
Lecturer's full name	Olena Vlasenko , PhD in Economics, Associate Professor, Associate Professor at the Department of Management, Finance and Business Administration
Department	Department of Management, Finance and Business Administration: 
Office location	42V Akademika Hlushkova Ave., Kyiv, room 511
Consulting	Every Monday from 4 p.m. to 4:30 p.m. by appointment via corporate e-mail
Lecturer's e-mail address	vlasenkoolena@ieu.edu.ua

<p>Course objectives</p>	<p>The goal of the course is to activate students' thinking, develop their ability to make independent managerial decisions appropriately justified and documented.</p> <p>Key objectives of the discipline:</p> <ul style="list-style-type: none"> • to master the theory and practice of management; • to study decision-making theory to explore various approaches to problem solving; • to learn the theoretical foundations and methodological approaches in decision-making problem identification; • to analyze the most typical examples of the decision-making process; • to study the process of making, implementing, and assessing the efficiency of managerial decisions; • to master practical approaches to the process of making and implementing managerial decisions.
<p>Role of the academic discipline in achieving program learning outcomes</p>	<p>PLO 3. To show knowledge of theories, methods and functions of management, contemporary leadership concepts.</p> <p>PLO 4. To show skills in defining problems and grounding managerial decisions.</p> <p>PLO 6. To define skills in finding, collecting and analyzing information, calculating criteria for grounding managerial decisions.</p> <p>PLO 8. To apply management methods for ensuring efficient organization operations.</p> <p>PLO 9. To show interaction, leadership and teamwork skills.</p> <p>PLO 11. To show skills in analyzing the situation and carrying out communications in different areas of organization activities.</p> <p>PLO 12. To assess legal, social and economic consequences of organization functioning.</p>
<p>Learning outcomes</p>	<p>After learning the discipline, students should know:</p> <ul style="list-style-type: none"> – mechanisms of action of human control laws, functioning of control objects (decision making); – principles and methods of management and labor used by decision makers; – system and methods of development and implementation of managerial and functional decisions. <p>be able to:</p> <ul style="list-style-type: none"> – creatively apply knowledge of the theory and practice of management decision-making in the course of performing functional duties; – use methods and means of development, justification, adoption and implementation of managerial decisions; – apply methods developing decision-making abilities.

Course content	<p>Topic 1. General concepts of methods of management personnel activities.</p> <p>Topic 2. Laws, principles and methods affecting the development and implementation of managerial decisions.</p> <p>Topic 3. Person and decision-making systems.</p> <p>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.</p> <p>Topic 5. Managerial decision making in the management system.</p> <p>Topic 6. Key stages of developing managerial decisions.</p> <p>Topic 7. Methods of making managerial decisions. Methods of forecasting of managerial decisions.</p> <p>Topic 8. Making and implementing strategic and tactical decisions</p> <p>Topic 9. Methods of managing decision makers. Methods of organizational and stabilization impact.</p> <p>Topic 10. Methods of making functional decisions.</p>
Books and materials	<ol style="list-style-type: none"> 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. Kochkodan V.B. Methods of making managerial decisions: Lecture notes. Ivano-Frankivsk: IFNTUOG, 2019. 128 p.
Technical requirements for the course	<p>To work on the Management Decision Making Methods course, you need regular access to a computer (or phone) and the Internet.</p> <p>In order to successfully study and pass the course exam, you should first explore the distance learning platform (Moodle) and study all folders that already contain or will contain information or materials for the course. You will also have to download and create documents, watch videos, or create them.</p> <p>You can use distance platforms only using corporate e-mail.</p> <p>If you are unable to attend the course, you should notify the Dean's Office or your class representative or the course lecturer directly.</p>
Learning process	<p>The Management Decision Making Methods course consists of lectures and practical classes.</p> <p><u>Lectures</u> use the following training methods: <i>lecture, conversation lecture, discussion, discussion of problematic issues, demonstration, analysis of various situations according to the lecture topic.</i></p> <p><u>Practical classes</u> use the following training methods: <i>questioning, testing, performing individual and team tasks, case studies, preparing reports and presentations, performing analytical</i></p>

and calculation works, solving specific problems and situations, brainstorming.



Discipline features

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

Assessment policy

You will have various ways to show your knowledge and skills during the semester. This includes how you attend classes, how and what you contribute to class discussions, how you perform and submit practical tasks and tests on time, how you perform independent work tasks, as well as your ability to present your report. Additionally, you have the opportunity to complete an individual research task performed individually or in a small group in the form of a student research paper.

Activities during the semester	Maximum amount of points during the semester
Current work (attendance, oral questioning, solving calculation problems and tasks, situational exercises)	15
Reports with presentation (3 pcs.)	10
Tests (4 pcs.)	10
Modular test work (2 pcs.)	15
Individual research task (admission to the exam)	10
Total	60

Grading scale

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 exam (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.

The overall final grade in points according to the national and ECTS scales is put into the examination and test register, academic card and credit book of students.

National and ECTS grading scale

Sum of points for all types of educational activities	ECTS grade	Grade according to the national scale	
		for exam, term paper, practical training	for Pass/Fail test
90-100	A	excellent	pass
82-89	B	good	
74-81	C	satisfactory	
66-73	D		
60-65	E		
30-59	FX	fail with possible repeated pass	fail with possible repeated pass
1-29	F	fail with obligatory repeated learning of the discipline	fail with obligatory repeated learning of the discipline

QR Code:



How to find out your grade

To check your grades for tasks and read your lecturer’s comments, you should check appropriate tabs on Moodle distance learning platforms.
 You can also obtain information about your grades directly from the course lecturer via corporate e-mail or by appointment on consulting days.

Course 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, 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.

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:



All participants in the educational process rely on the academic integrity principles.

QR Code:



Late task performance, correction of grades, making up missed classes

Tasks should be submitted via Moodle by the deadlines stipulated in the course schedule on our website. Most tasks should be performed by 9 a.m. on the day of the next class to coordinate them with the course content and group activities. It is best practice to perform tasks as soon as possible after receiving them so that you have enough time to take an active part in the class.

If you need more time to perform the task, flexible deadlines are available. Completed tasks will be accepted until full credit until the last scheduled class in the discipline. Afterwards, the 40% partial credit based on the grade will be awarded within a week after the last day of class. Tasks that are not submitted at all will receive 0.

	<p>If you are going to miss classes for more than one week due to illness or other reasons, please contact your lecturer to arrange alternative options for performing tasks.</p> <p>Note: deadlines work both ways, and meeting them ensures that your lecturer will provide prompt feedback on your tasks to make sure you keep up with the course.</p> <p>QR Code:</p> 
Lecturer's response time	Via corporate e-mail, within 48 hours.
Efficient communication	<p>Efficient communication is a two-way street!!!</p> <p>Therefore, the main recommendations for efficient communication include: corporate e-mail directly to the course lecturer; personal communication with classmates via social media/corporate e-mails/mobile phones; communication directly in the course on the Moodle distance platform; and a face-to-face meeting with the lecturer on consulting days.</p>
Policy of publication and distribution of course materials	<p>Students are not allowed to post, publish, sell, or otherwise publicly distribute course materials without the written permission of the lecturer.</p> <p>Such materials include, but are not limited to: lecture notes, lecture slides, video or audio recordings, tasks, problem sets, exams, other students' work, and answer keys.</p> <p>Students who sell, post, publish, or distribute course materials without written permission in order to get answers or otherwise can be subject to disciplinary action, up to and including being required to withdraw from the course. Besides, students are not allowed to make video or audio recordings of the class for their own use without the written permission of the lecturer.</p>
Expected student workload and engagement	<p>During this course, you should allocate some hours for independent study of some lecture materials in accordance with the course topics (approximately 5-6 hours per week).</p> <p>If you face circumstances requiring you to spend more time on any of the tasks, please inform your lecturer by e-mail.</p> <p>The deadline for submission can be extended only if the lecturer is informed in advance that you will not be able to submit the task on time. Students are expected to have a backup plan in case of computer malfunctions or Internet outages.</p>
Support services	E-schedule

	Library Supervisor Repository Dean's Office	
Course schedule	Lecture topic	Practical classes
	Topic 1. General concepts of methods of management personnel activities.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks
	Topic 2. Laws, principles and methods affecting the development and implementation of managerial decisions.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study • Writing a report
	Topic 3. Person and decision-making systems.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study
	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.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study • Presentation of reports
	Topic 5. Managerial decision making in the management system.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study • Presentation of reports • Tests
	Topic 6. Key stages of developing managerial decisions.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study • Presentation of reports
	Topic 7. Methods of making managerial decisions. Methods of forecasting of managerial decisions.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study • Presentation of reports • Tests
	Topic 8. Making and implementing strategic and tactical decisions	<ul style="list-style-type: none"> • Oral questioning • Solving practical tasks • Homework tasks • Checking questions submitted for independent study

		<ul style="list-style-type: none"> • Presentation of reports 	
	Topic 9. Methods of managing decision makers. Methods of organizational and stabilization impact.	<ul style="list-style-type: none"> • Oral questioning • Solving practical tasks • Homework tasks • Checking questions submitted for independent study • Presentation of reports • Tests 	
	Topic 10. Methods of making functional decisions	<ul style="list-style-type: none"> • Oral questioning • Solving practical tasks • Checking questions submitted for independent study • Presentation of reports 	
Tips on successful study during the course	<p>If you want to succeed in this discipline, you should be:</p> <ul style="list-style-type: none"> - 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. <p>See you at classes!</p>		