

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**  
**NATIONAL AVIATION UNIVERSITY**  
**Faculty of Transport, Management and Logistics**  
**Management of Foreign Economic Activity of Enterprises Department**

AGREED

Dean of Faculty of  
 Transport, Management and Logistics

\_\_\_\_\_ T. Mostenska

« \_\_\_ » \_\_\_\_\_ 2021

APPROVED

Vice-Rector for Academics

\_\_\_\_\_ A. Polukhin

« \_\_\_ » \_\_\_\_\_ 2021



Quality Management System  
**COURSE TRAINING PROGRAM**  
 on  
**“Managerial decision-making”**


Educational and Professional Programs: “Management of Foreign Economic Activity”

Field of study: 07 “Management and Administration”

Specialty: 073 “Management of Foreign Economic Activity”

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/CGP/C	TP/CPr	Form of semester control
Full-time	4	176/5,0	51	34	91	-	-	Graded Test - 4 s.

Index: НБ-7-073-2/21-3.1.

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU CTP 19.06-01-2021
		page 2 of 11	

### QMS NAU CTP 19.06-01-2021

The Course Training Program on «Managerial decision-making» is developed on the basis of the Educational and Professional programs «Management of Foreign Economic Activity», Master Curriculums № НБ-7-073-2/21 for the Specialty 073 “Management of Foreign Activity ” and corresponding normative documents.

Developed by:

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The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program “Management of Foreign Economic Activity” Specialty 073 “Management”– Management of Foreign Economic Activity of Enterprises Department, Minutes № 12 of «\_\_» \_\_\_\_\_ 2021.

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«\_\_» \_\_\_\_\_ 2021

Document level – 3b

The Planned term between revisions – 1 year

**Master copy**

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU CTP 19.06-01-2021
		page 3 of 11	

## CONTENTS

### Introduction

4

### 1. Explanatory notes 4

1.1. Place, objectives, tasks of the subject 4

1.2. Learning outcomes the subject makes it possible to achieve 4

1.3. Competences the subject makes it possible to acquire 4

1.4. Interdisciplinary connections 5

### 2. Course training program of the subject 5

2.1. The subject content 5

2.2. Modular structuring and integrated requirements for each modul 5

2.3. Training schedule of the subject 8


### 3. Basic concepts of guidance of the subject 8

3.1. Theaching methods 8

3.2. List of references (basic and additional) 8

3.3. Internet informational resources 8

### 4. Rating system of knowledge and skills assessment 9

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU CTP 19.06-01-2021
		page 4 of 11	

## INTRODUCTION

The Course Training Program (CTP) on «Managerial decision-making» developed based on «Methodical guidelines for the development and design of the course training program of subject of full-time and part-time study», approved by the order of the rector № 249/од. of 29.04.2021 and corresponding regulatory documents.

### 1. EXPLANATORY NOTES

#### 1.1. Place, objectives, tasks of the subject.

The subject is theoretical and practical basis for a set of knowledge and skills that form the profile the specialist in the management.

**The purpose** of teaching the course is to form the future managers of airlines and airports theoretical knowledge and practical skills on managerial decision-making, methods of creating and selecting ideas, approaches to management decision-making, effective use of company resources

**The tasks** of studying the subject are:

The objectives of the discipline are:

- acquaintance with the basics of making management decisions, the essence and types of management decisions;
- study of the process of making and implementing management decisions;
- the role of information support in decision-making,
- familiarization with the methods of making management decisions;
- studying the methodology of making and implementing managerial decisions;
- studying the peculiarities of decision-making in marketing;
- study of the peculiarities of decision making in innovative activities;
- to study the peculiarities of decision making in international activities.

#### 1.2. Learning outcomes that the subject makes it possible to achieve.

As a result of studying the subject the student must achieve the following **learning outcomes**:

- know and use methods and tools for making management decisions;
- be able to analyze and filter the necessary information to make management decisions;
- understand the psychological aspects of making management decisions;
- know the methodology of making and implementing managerial decisions;
- know the specifics of management decision-making in different areas.


#### 1.3. Competences the subject makes it possible to acquire.

As a result of studying the discipline, the student must acquire the following **competences**:

- the ability to use knowledge in practical situations;
- Acquisition of creative thinking, openness to applying the relevant competences in a wide range of possible types of work;
- ability to use various tools and methods to make decisions, evaluate and implement them;
- ability to work in a team, solve complex problems and be able to apply different methodological approaches in making and implementing management decisions;
- ability for self-development and effective management;
- ability to use the airline's resources effectively;
- ability to implement decision making;
- Acquisition of skills to assess the effectiveness of the decisions made.

#### 1.4. Interdisciplinary connections.

The discipline «Creative management» is the basis on the knoweledge of such disciplines as: «Basics of logistics and chain supply management», «Basics of management», «Academic skills for professional training» and are the basis for the study of such disciplines: та є базою для вивчення подальших дисциплін, а саме: «Operations Management», «HR-Management», «Foreing Economic Activity of Enterprise» and etc

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU CTP 19.06-01-2021
		page 5 of 11	

## 2. COURSE TRAINING PROGRAM ON THE SUBJECT

### 2.1. The subject content.

Training material is structured according to the modular principle and consist of two educational module: educational **module № 1 «Managerial decisions and environment»** and educational **module № 2 «Preparing and taking management decisions»**, which are logically complete, independent, integral part of the curriculum the assimilation of each involves a modular test and analysis of it's result.

### 2.2. Modular structuring and intergated requirements for each modul.

#### Modul № 1 «Managerial decisions and environment»

**Integrated requirements of modul № 1:** understand the essence and content of management management; components of the management process; choose and use methods of making management decisions; understand the essence of the social and psychological aspects in making management decisions; apply methods of collective generation of ideas; understand the meaning of information support in making decisions; know the features of team management; understand the essence of making and implementing management decisions; know the features of management decisions in different areas.

#### Topic 1. Essence and types of management decisions.

The study of the essence and meaning of management decisions. The process of preparing management decisions. The methodology of managerial decision-making, the sequence of stages of this work. Modeling the process of making management decisions. Types of management decisions. Systemic and situational approaches to managerial decision-making. Manager's role in decision-making.

#### Topic 2. Managerial decisions and environment.

Management decision-making in different environmental conditions. Management decision-making under conditions of certainty. Management decision-making under uncertainty and risk. Ensuring the implementation of management decisions under conditions of certainty and uncertainty.

#### Topic 3. Information and its impact on managerial decision making

Essence and content of managerial information, its assessment. The importance of internal and external information in making management decisions. Classification of information. Information technology in management decision-making. Information technology types.

#### Topic 4. Psychological aspects of management decisions.

The role of lateral thinking in the formation of decision. Features of logical and lateral thinking in the managerial process. The human factor in decision-making. Styles of managerial decision-making. The role of verbal communication in decision-making. Informal aspects of decision-making

#### Topic 5. Methods of making managerial decisions


Diagnostic methods for management problems. The essence and methods of application of economic analysis in management activities. The scope of application of methods of forecasting. Methodological approaches for generating ideas and selecting options for solutions. The essence and scope of heuristic methods. Logical and formalized methods. Game-theoretical methods

#### Topic 6. Methods for optimal decision making.

The essence and scope of mathematical modeling. The role and scope of expert methods in the development of management decisions. Quantitative methods of forecasting and their role in managerial activity. Qualitative methods of forecasting, their value and scope of application.

#### Topic 7. Preparing and taking management decisions

The process of preparing management decisions. Information support for decision-making. Methodology of making managerial decisions. The essence of stages of managerial work associated with decision-making. Assessment of the consequences of decisions. Evaluation of effectiveness of decisions.

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU CTP 19.06-01-2021
		page 6 of 11	

Modeling of the process of making managerial decisions. Creation of pessimistic, realistic and optimistic forecasts. The essence and content of strategic management and solutions. The process of choosing a strategy. Stages of acceptance and realization of strategic decisions. The content of strategic thinking. Process of goal-setting. The choice of effective goals for the development of the enterprise.

## **Module № 2 «Preparing and taking management decisions»**

**Integrated requirements of modul № 2:** know the ways of professional selection of managers; understand the importance of professional training and apply new technologies of personnel training in the activities of the enterprise; analyze and use different methods of making and implementing management decisions; understand the importance of motivation of labor and apply different methods of increasing motivation; be able to conduct professional business communication; know the features of decision-making in marketing, foreign trade activities; personnel management; be able to form goals and improve

### **Topic 1. Management decision making in marketing**

Marketing management decisions. Methods of market analysis for making effective decisions. Marketing analysis: the essence and content. Types of marketing analysis, their advantages and disadvantages, the sphere of application. Justification of marketing decisions. The process of implementation and control of marketing decisions.

### **Topic 2. Managerial decisions in innovation activities**

The essence of management decisions in the field of innovation and investment. Methodological approaches in the analysis of innovative investment market for making effective decisions. Factors that affect decision-making in innovation and investment. Types of investment decisions. Model of the basic balance equation. Break-even model. Cash flow management models. Models for assessing and forecasting the financial condition of an enterprise. Methods of discounting

### **Topic 3. Management decision-making in foreign economic activity of an enterprise**

The essence of management decisions in the foreign economic activity of an enterprise. Strategic and tactical decisions in foreign economic activity of the enterprise. Criteria of making effective decisions. Methodical approaches to a choice of the external market of activity of the enterprise. Marketing decisions on entering foreign markets. Export decisions. Other managerial decisions in foreign economic activity.

### **Topic 4. Personnel management decision making.**

The essence and types of management decisions in the field of personnel. Determination of needs in personnel and methods of personnel selection. Management decisions in relation to the qualitative and quantitative structure of the personnel. Creation of a "flow" of applicants, recruitment, negotiation and execution of the employment contract. Making managerial decisions regarding the professional activities of employees. Managerial decisions about the motivation of employees. planning the need for personnel.

### **Topic 5. Implementation of management decisions**

The essence of the process of implementation of management decisions. Documenting the process of implementation of managerial decisions. Responsibility for managerial decisions. Factors affecting the implementation of management decisions. Delegation of authority: advantages and disadvantages.


### **Topic 6. Efficiency of managerial decisions**

Conditions for the quality and effectiveness of management decisions. Assessment of the effectiveness of management decisions. Criteria for evaluating the effectiveness of managerial decisions. Methodological approaches to assessing the effectiveness of decisions. Adjustment of decisions made in the process of their implementation. Monitoring of realization of taken decisions. Importance of control in management decision-making system. Types and methods of control over decision-making. Management decisions and responsibility.



### 2.3 Training schedule of the subject

№	Topic (thematic section)	Total hours			
		Total	Lectures	Practicals	Self-study
1	2	3	4	5	6
<b>Module № 1 «Managerial decisions and environment»</b>					
<b>3 Semester</b>					
1.1.	Essence and types of management decisions	10	2	2	6
1.2.	Managerial decisions and environment	12	2	2	8
1.3.	Information and its impact on managerial decision making	16	4	2	10
1.4.	Psychological aspects of management decisions	16	4	2	10
1.5.	Methods of making managerial decisions	16	4	4	8
1.6.	Methods for optimal decision making	12	4	4	4
1.7.	Preparing and taking management decisions	10	4	2	4
1.6.	Modul test № 1	4	2	-	2
<b>Total for the modul № 1</b>		<b>96</b>	<b>26</b>	<b>18</b>	<b>52</b>
<b>Modul № 2 «Preparing and taking management decisions»</b>					
2.1.	Management decision making in marketing	15	4	4	7
2.2.	Managerial decisions in innovation activities	12	4	2	6
2.3.	Management decision-making in foreign economic activity of an enterprise	16	6	4	6
2.4.	Personnel management decision making	11	3	2	6
2.5.	Implementation of management decisions	10	2	2	6
2.6	Efficiency of managerial decisions	12	4	2	6
2.6	Modul test № 2	4	2	-	2
<b>Total for the modul № 2</b>		<b>80</b>	<b>25</b>	<b>16</b>	<b>39</b>
<b>Total for 4 semester</b>		<b>176</b>	<b>51</b>	<b>34</b>	<b>91</b>
<b>Total for the subject</b>		<b>176/5</b>	<b>51</b>	<b>34</b>	<b>91</b>

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU СТР 19.06-01-2021
		page 8 of 11	

### 3.BASIC CONCEPTS OF GUIDANCE OF THE SUBJECT

#### 3.1. Teaching methods

The following teaching methods are used in the study of the discipline:

- explanatory-illustrative method;
- the problem presentation method;
- reproductive method;
- the research method.

The implementation of these methods is carried out during lectures, practical classes, independent problem solving, work with academic literature, etc.

#### 3.2. list of references

##### Basic literature

- 3.2.1. Effective management decision making: handbook / Lan Pownall - bookboon, 2012.- 236p.
- 3.2.2. Прийняття управлінських рішень: навч.посібн. / за ред. Ю. Петруня, Центр навч. літератури. 2019.- 216с.
- 3.2.2. Теорія прийняття рішень / М. Негрей, К. Тужик – Центр навч.літератури, 2018.-272 с.
- 3.2.3. Петруня Є. Ю., Літовченко Б. В., Пасічник Т. О. Прийняття управлінських рішень : навчальний посібник. Дніпро: Університет митної справи та фінансів, 2020.
- 3.2.4. Дерлоу Д. Ключові управлінські рішення. Технологія прийняття рішення: Посібник. – К.: Всеуито, Наукова думка, 2001. – 242 с.
- 3.2.5. Кигель В.Р. Методы принятия управленческих решений в бизнесе: Опорный конспект дисциплины. - К.: Университет экономики и права «КРОК», 2011 . – 45 с.
- 3.2.6. Брич В.Я. Психологія управління: навч. посіб. / В. Я. Брич, М. М. Корман – К.: Кондор-Видавництво, 2013, 384 с.
- 3.2.7. Ткачук О.М. Бізнес-культура : [навч. посіб.] / О.М. Ткачук. – Вінниця : ВТЕІ КНТЕУ, 2013. – 204 с.

##### Additional literature

- 3.2.8. Процак К. В. Креативність персоналу як важливий чинник інноваційного розвитку підприємства / К. В. Процак, О. П. Просович // Вісник Національного університету «Львівська політехніка». – 2011. – № 698. – С. 272–276.
- 3.2.9. Корман М. М. Психологічний профіль ефективного керівника: метод. посіб. – Тернопіль: Джура, 2012. – 96 с.
- 3.2.10. Клименко М.М., Дуброва О.С. Обґрунтування господарських рішень та оцінка ризиків: Навчальний посібник. – К.: КНЕУ, 2005. – 252 с
- 3.2.11. Назарова Г. В. Креативна економіка та менеджмент: навчальний посібник [Електронний ресурс] / Г. В. Назарова, Ю. В. Сотнікова. – Харків: ХНЕУ, 2018. – 160 с.
- 3.2.12. Грищенко, І. М. Підприємницький бізнес [Текст] : підруч. для студ. вищ. навч. закл. – К. : Грамота, 2016. – 519 с.

#### 3.3. Internet information resources

- 3.3.1. Фірсова І.А.. Методи прийняття управлінських рішень. Режим доступу – URL [https://stud.com.ua/45727/menedzhment/metodi\\_priynyattya\\_upravlinskih\\_rishen](https://stud.com.ua/45727/menedzhment/metodi_priynyattya_upravlinskih_rishen)



#### 4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

	Maximux grade values
<b>Kind od Academic Work</b>	<b>Module № 1</b>
	<b>4 semester</b>
Carrying out test tasks on practicals	7 points × 3 = 21
Surveys, solving situational problems on practicals	9 points × 1 = 9
<i>For admission to complete module test №1, a student must receive not less than</i>	24
Carrying out Module Test № 1	10
<b>Total by the modul № 1</b>	40
<b>Kind od Academic Work</b>	<b>Module № 2</b>
	<b>3 semester</b>
Carrying out test tasks on practicals	10 points × 2 = 20
Surveys, solving situational problems on practicals	5 points × 1 = 10
<i>For admission to complete module test №2, a student must receive not less than</i>	18
Carrying out Module Test № 2	10
<b>Total by the modul № 1</b>	40
<b>Test</b>	<b>20</b>
<b>Total by the subject</b>	<b>100</b>

The credit rating is determined (in balls and on a National Scale) based on the results of all types of educational work during the semester.

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. The Total Semester Grade is entered into the Examination Register, educational cards and into a student's record book in values, National Scale grades, and ECTS Scale grades, for example: 92/Excellent/A, 87/Good/B, 79/Good/C, 68/Sat./D, 65/Sat./E, etc.

4.5. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement.

(Ф 03.02–01)

**АРКУШ ПОШИРЕННЯ ДОКУМЕНТА**

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки

(Ф 03.02–02)

**АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ**

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02–04)

**АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ**

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності

(Ф 03.02–03)

**АРКУШ ОБЛІКУ ЗМІН**

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02–32)

**УЗГОДЖЕННЯ ЗМІН**

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				



Quality Management System.  
Course Training Program  
on “Creative management”

Document  
Code

GMS NAU  
CTP 19.06-01-2021

page 11 of 11