

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF  
UKRAINE**

Department of Production and Investment Management

**APPROVED**

Faculty of Agricultural Management

“15 ” June 2026

**CURRICULUM OF ACADEMIC DISCIPLINE**

**«MANAGEMENT OF INNOVATION AND INVESTMENT ACTIVITIES»**

Area of knowledge	<u>07 Management and Administration</u>
Specialty	<u>073 «Management»</u>
Academic programme	<u>«Management»</u>
Faculty (Education and Research Institute)	<u>Agricultural Management</u>
Developed by:	<u>Chemodurov O., PhD in Economics, Associate Professor of the Department of Production and Investment Management;</u>

Kyiv – 2026

## **Description of the discipline «MANAGEMENT OF INNOVATION AND INVESTMENT ACTIVITIES»**

*(up to 1,000 printed characters)*

The academic discipline “Management of Innovation and Investment Activities” is aimed at developing modern economic thinking and professional competences in the field of managing innovation and investment activities of an enterprise. The course provides students with theoretical knowledge of investment activity, its types, resources and instruments, as well as methods for assessing investment efficiency and managing investment risks. Special attention is paid to innovative aspects of enterprise development, in particular to the formation of innovation and investment management as a basis for achieving strategic goals. Students will acquire practical skills in analysing investment projects, optimizing an investment portfolio and assessing the feasibility of investing in innovations.

<b>Area of knowledge, specialty, academic programme, academic degree</b>		
Academic degree	<i>bachelor's</i>	
Specialty	<i>073 «Management»</i>	
Academic programme	<i>Management</i>	
<b>Characteristics of the discipline</b>		
Type	Core	
Total number of hours	90	
Number of ECTS credits	3	
Number of modules	2	
Course project (work) (if any)	-	
Form of assessment	<i>pass/fail credit</i>	
<b>Indicators of the discipline for full-time and part-time forms of university study</b>		
	<b>University study</b>	
	<b>Full-time</b>	<b>Part-time</b>
Year of study	3	3
Term	5	5
Lectures	<i>30 hours</i>	<i>4 hours</i>
Practical classes and seminars	<i>30 hours</i>	<i>6 hours</i>
Laboratory classes	-	-
Self-study	<i>30 hours</i>	<i>80 hours</i>
Number of hours per week for full-time students	<i>4 hours</i>	-

## **1. Aim, competences and expected learning outcomes of the discipline**

The purpose of studying the discipline “**Management of Innovation and Investment Activities**” is to acquire the necessary theoretical knowledge and practical skills regarding the conceptual foundations of managing a modern enterprise based on the latest directions of economic development, namely the implementation of an innovation and investment management system at an enterprise in order to achieve its operational and strategic objectives.

**Prerequisite disciplines** for studying the course “Management of Innovation and Investment Activities” include:

- Introduction to the Specialty;
- Microeconomics;
- Macroeconomics;
- Management;
- Finance, Money and Credit;
- Starting a Business;
- Business Analysis;
- International Economic Relations.

### ***Competences acquired:***

***Integral competence (IC):*** ability to solve complex specialized tasks and practical problems characterized by complexity and uncertainty in the field of management or in the learning process, which involves the application of theories and methods of social and behavioural sciences.

### ***General competence (GC):***

**GC 12.** Ability to generate new ideas (creativity).

**GC 14.** Ability to work in an international context.

### ***Special (professional) competence (SC):***

**SC 2.** Ability to analyse the results of an organization's activities and compare them with the factors of influence of the external and internal environment.

**SC 12.** Ability to analyse and structure organizational problems and formulate well-grounded managerial decisions.

**SC 16.** Ability to identify and analyse new market opportunities, including the international business environment, generate new ideas, develop projects, and organize business process management.

### ***Program learning outcomes (PLO):***

**PLO 4.** Demonstrate skills in identifying problems and substantiating managerial decisions.

**PLO 6.** Demonstrate skills in searching, collecting and analysing information, calculating indicators for substantiating managerial decisions.

**PLO 17.** Conduct research individually and/or in a group under the guidance of a leader.

**PLO 18.** Demonstrate the ability to identify prospects for enterprise development, develop projects, and organize business process management based on the analysis of market opportunities and the international business environment.

## 2. Programme and structure of the discipline

Names of content modules and topics	Number of hours								
	full-time					part-time			
	weeks	total	including			including	total		
			l	p	ind		l	p	ind
1	2	3	4	5	6	7	8	9	10
<b>Module 1. THEORETICAL FOUNDATIONS OF INVESTMENT ACTIVITY</b>									
Topic 1. Theoretical Foundations of Investment Activity	1-2	6	3	3	15	9	1		8
Topic 2. Investment Market	3-4	6	3	3		9		1	8
Topic 3. Investment Resources	5	6	3	3		9	1		8
Topic 4. Real and Financial Investments	6	6	3	3		9		1	5
Topic 5. International Investment Activity	7-8	6	3	3		9		1	3
<b>Total for module 1</b>	<b>8</b>	<b>45</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>45</b>	<b>2</b>	<b>3</b>	<b>40</b>
<b>Module 2. MANAGEMENT OF INVESTMENT ACTIVITY IMPLEMENTATION</b>									
Topic 6. Management and Planning of Investment Activities of Organizations		6	3	3	15	9	1		8
Topic 7. Investment Portfolio Management		6	3	3		9		1	8
Topic 8. Evaluation of Investment Decision Effectiveness		6	3	3		9	1		8
Topic 9. Prospects for Achieving Economic Efficiency of Investment Activity		6	3	3		9		1	5
Topic 10. Specific Features of Managing Innovative Investments		6	3	3		9		1	3
<b>Total for module 2</b>		<b>45</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>45</b>	<b>2</b>	<b>3</b>	<b>40</b>
<b>Coursework</b>			-	-	-				
<b>Total hours</b>		<b>90</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>90</b>	<b>4</b>	<b>6</b>	<b>80</b>

## 3. Topics of lectures

No.	Topic	Hours
<b>Module 1. THEORETICAL FOUNDATIONS OF INVESTMENT ACTIVITY</b>		
1	Theoretical Foundations of Investment Activity	3
2	Investment Market	3
3	Investment Resources	3
4	Real and Financial Investments	3
5	International Investment Activity	3

<b>Module 2. MANAGEMENT OF INVESTMENT ACTIVITY IMPLEMENTATION</b>		
6	Management and Planning of Investment Activities of Organizations	3
7	Investment Portfolio Management	3
8	Evaluation of Investment Decision Effectiveness	3
9	Prospects for Achieving Economic Efficiency of Investment Activity	3
10	Specific Features of Managing Innovative Investments	3
Total		30

#### 4. Topic of laboratory (practical, seminars) classes

No.	Topic	Hours
<b>Module 1. THEORETICAL FOUNDATIONS OF INVESTMENT ACTIVITY</b>		
1	Theoretical Foundations of Investment Activity	3
2	Investment Market	3
3	Investment Resources	3
4	Real and Financial Investments	3
5	International Investment Activity	3
<b>Module 2. MANAGEMENT OF INVESTMENT ACTIVITY IMPLEMENTATION</b>		
6	Management and Planning of Investment Activities of Organizations	3
7	Investment Portfolio Management	3
8	Evaluation of Investment Decision Effectiveness	3
9	Prospects for Achieving Economic Efficiency of Investment Activity	3
10	Specific Features of Managing Innovative Investments	3
Total		30

#### 5. Independent work

No.	Topic	Hours
1	<b>Module 1. Independent Work 1.</b> Investment Activities of International Financial Institutions	15
2	<b>Module 2. Independent Work 2.</b> Internet Search and Analysis of Implemented Investment Projects at the Level of a Region (Territorial Community), Country, or the World	15
Total		30

#### 6. Methods of assessing expected learning outcomes:

The following methods and tools are used to assess learning outcomes:

- oral or written surveys;
- interviews;
- testing;
- defence of practical assignments;
- module tests;
- pass/fail credit assessment;
- other forms of assessment where appropriate.

#### 7. Teaching methods (*select necessary or add*):

The discipline employs the following teaching methods:

- problem-based learning method;
- practice-oriented learning method;
- case-study method;
- project-based learning method;
- blended learning method;

- research-based learning method;
- educational discussions and debates method;
- teamwork and brainstorming method.

## 8. Results assessment.

Students' knowledge is assessed using a 100-point scale, which is converted into national grades in accordance with the current Regulations on Examinations and Credits at the National University of Life and Environmental Sciences of Ukraine (NULES of Ukraine).

### 8.1. Distribution of points by types of educational activities

<b>Educational activity</b>	<b>Results</b>	<b>Assessment</b>
<b>Module 1. THEORETICAL FOUNDATIONS OF INVESTMENT ACTIVITY</b>		
Lecture 1	PLO 6. Demonstrate skills in searching, collecting and analysing information and calculating indicators to substantiate managerial decisions.  PLO 18. Demonstrate the ability to identify prospects for enterprise development, develop projects, and organize business process management based on market opportunities and the international business environment.	-
Practical work 1.		<b>8</b>
Lecture 2.	PLO 6.  PLO 18.	-
Practical work 2.		<b>8</b>
Lecture 3.	PLO 4. Demonstrate skills in identifying problems and substantiating managerial decisions.  PLO 6.  PLO 18.	-
Practical work 3		<b>8</b>
Lecture 4. Use of information system life cycle standards	PLO 4.  PLO 6.  PLO 18.	-
Practical work 4.		<b>8</b>
Lecture 5.	PLO 6.  PLO 17. Conduct research individually and/or in a group under the guidance of a leader.	-
Practical work 5.		<b>8</b>
Self-study 1. Investment Activities of International Financial Institutions		<b>30</b>
Module control work 1.		<b>30</b>
<b>Total for module 1</b>		<b>100</b>
<b>Module 2. MANAGEMENT OF INVESTMENT ACTIVITY IMPLEMENTATION</b>		
Lecture 6.	PLO 4. Demonstrate skills in identifying problems and substantiating managerial decisions.	-
Practical work 6.		<b>8</b>

	PLO 6. Demonstrate skills in searching, collecting and analysing information and calculating indicators to substantiate managerial decisions. PLO 17. Conduct research individually and/or in a group under the guidance of a leader. PLO 18. Demonstrate the ability to identify prospects for enterprise development, develop projects, and organize business process management based on market opportunities and the international business environment.	
Lecture 7.	PLO 4.	-
Practical work 7.	PLO 6. PLO 17. PLO 18.	8
Lecture 8.	PLO 4.	-
Practical work 8.	PLO 6. PLO 17. PLO 18.	8
Lecture 9.	PLO 4. PLO 6. PLO 17. PLO 18.	-
Practical work 9.		8
Lecture 10.	PLO 4. PLO 6. PLO 18.	-
Practical work 10.		8
Self-study 2.		30
Module control work 2.		30
<b>Total for module 2</b>		<b>100</b>
<b>Class work</b>	<b><math>(M1 + M2)/2 * 0,7 \leq 70</math></b>	
<b>Exam</b>	<b>30</b>	
<b>Total for year</b>	<b><math>(\text{Class work} + \text{exam}) \leq 100</math></b>	
Course project/work	-	-

### 8.2. Scale for assessing student's knowledge

Student's rating, points	National grading (exam/credits)
90-100	excellent
74-89	good

60-73	satisfactory
0-59	unsatisfactory

### 8.3. Assessment policy

<b>Deadlines and exam retaking rules</b>	works that are submitted late without valid reasons will be assessed with a lower grade. Module tests may be retaken with the permission of the lecturer if there are valid reasons (e.g. a sick leave).
<b>Academic integrity rules</b>	cheating during tests and exams is prohibited (including using mobile devices). Term papers and essays must have correct references to the literature used
<b>Attendance rules</b>	Attendance is compulsory. For good reasons (e.g. illness, international internship), training can take place individually (online by the faculty dean's consent)

### 9. Teaching and learning aids:

1. Dielini, M. M., Lobunets, T. V. **Management of Innovation and Investment Activities (Module 1. Investment Activity Management): Educational and Methodological Manual for Students of Specialty 073 "Management"**. Kyiv: NULES of Ukraine, 2023. 200 p.

Available

at:

[https://nubip.edu.ua/sites/default/files/u317/2023\\_nmp\\_uuid\\_m1\\_dielini\\_lobunec\\_0.pdf](https://nubip.edu.ua/sites/default/files/u317/2023_nmp_uuid_m1_dielini_lobunec_0.pdf)

2. E-learning course of the discipline "Management of Innovation and Investment Activities" (Module 1):

<https://elearn.nubip.edu.ua/course/view.php?id=5077>

### 10. Recommended sources of information

1. Antonenko, K. V., Lobunets, T. V., Bataiev, S. V. **Management of Multi-Team Projects in an Agile Environment**. Market Infrastructure. 2026. Issue 89. Pp. 121–127. <https://doi.org/10.32782/infrastruct89-19>
2. Blank, I. O., Huliaieva, N. M., Vavdiichyk, I. M. **Investment Management**. Textbook in 3 Parts. Kyiv: State University of Trade and Economics, 2023. Part 1. 503 p.
3. Blank, I. O., Huliaieva, N. M., Vavdiichyk, I. M. **Investment Management**. Textbook in 3 Parts. Kyiv: State University of Trade and Economics, 2023. Part 2. 387 p.
4. Blank, I. O., Huliaieva, N. M., Vavdiichyk, I. M. **Investment Management**. Textbook in 3 Parts. Kyiv: State University of Trade and Economics, 2023. Part 3. 283 p.
5. Bannikov, V., Lobunets, T., Buriak, I., Maslyhan, O., Shevchuk, L. **On the Question of the Role of Project Management in the Digital Transformation of Small and Medium-Sized Businesses: Essence and Innovative Potential**. Amazonia Investiga. 2022. Vol. 11(55). Pp. 334–343.
6. Vlasenko, T. O., Chernysh, R. F., Dergach, A. V., Lobunets, T. V., Kurylo, O. B. **Investment Security Management in Transition Economies: Legal and Organizational Aspects**. International Journal of Economics and Business Administration. 2020. Vol. 8(2). Pp. 200–209.
7. Vorzhakova, Yu. P., Chuprina, M. O. **Innovation Management: Educational and Methodological Manual**. Kyiv: Igor Sikorsky KPI, 2022. 130 p.
8. Havrylko, P. P. **International Investment Management**. Textbook. Lviv: NNAK "ATB", 2025. 193 p.

9. Huliaieva, N. M., Vavdiichyk, I. M. **Investment Management: Methods for Solving Practical Tasks**. Kyiv: State University of Trade and Economics, 2024. 287 p.
10. State Tax Service of Ukraine. Official website: <http://www.tax.gov.ua>
11. State Statistics Service of Ukraine. Official website: <http://www.ukrstat.gov.ua>
12. Dielini, M. M., Tsybulska, E. I., Hryhoriv, O. O. **Optimization of Financial and Economic Calculations for Grant Projects in Research and Innovation**. Current Issues of Economic Sciences. 2024. Issue 5.
13. Zakharchenko, V. I., Kovtunencko, K. V., Laptieva, V. V. **Innovation and Investment Management**. Educational Manual. Lviv: Helvetyka Publishing House, 2024. 148 p.
14. Ivanova, O. A. **Economics and Organization of Innovation Activity**. Educational Manual. Kharkiv: NUA Publishing House, 2020. 108 p.
15. Shynkaruk, L. V., Dielini, M. M., Vlasenko, T. O., Dergach, A. V. **Investment Management: Study Guide for Students of Specialty 073 "Management"**. Kyiv: NULES of Ukraine, 2023. 336 p.
16. Karyi, O. I., Lisovska, L. S., Kulyniak, I. Ya. **Management of Innovation Activity**. Textbook. Lviv Polytechnic Publishing House, 2023. 432 p.
17. Kachula, S. V. **Investment Management**. Practical Guide. Dnipro: Monolit, 2022. 203 p.
18. Kopytko, M. I., Blaha, N. V. **Management of Innovations and Investments: Educational Manual in Diagrams and Tables**. 2nd edition. Lviv State University of Internal Affairs, 2022. 296 p.
19. Kopchak, Yu., Lobunets, T. V., Lukovskyi, R. **SWOT Analysis as an Important Tool in Business Strategy Development**. Economy and Society. 2024. No. 61.
20. Lazareva, O. V. **Investment Policy of Regions**. Electronic resource. <http://lib.chmnu.edu.ua/pdf/metodser/128/11.pdf>
21. Lobunets, T., Vasylevska, H., Riabenko, H., Ivashchenko, O., Kazak, O., Klimenko, S. **The Management of Finances in International Projects: Optimizing Costs and Ensuring Success Through Global Investments and Financial Management**. Ad Alta Journal of Interdisciplinary Research. 2024.
22. Lobunets, T. V. **The CANVAS Model as a Tool for Managing Bioenergy Projects**. Proceedings of the International Scientific and Practical Conference "Development of Bioenergy Potential in Agriculture". Kyiv, 2026. Pp. 103–105.
23. Lobunets, T. V. **Optimization of the Capital Structure of an Investment Project under Conditions of Instability**. Proceedings of the IX International Scientific and Practical Conference "Inclusive Development of the National Economy". Kyiv, 2025. Pp. 112–115.
24. Lobunets, T. V., Honchar, H. P. **Features of Business Investment under Wartime Conditions**. Scientific Perspectives. 2022. No. 8. Pp. 155–164.
25. Lobunets, T. V., Rudnytskyi, A. Ye. **Innovation Activities of PJSC MHP during Wartime**. Proceedings of the VIII International Scientific and Practical Conference "The Role of Youth in the Development of Ukraine's Agricultural Sector". Kyiv, 2024. Pp. 51–54.
26. Medynska, T. I., Lobunets, T. V., Reikin, V. S. **Risk Analysis of Innovation Projects in Ukrainian Management and Marketing: Strategic Aspects**. Academic Visions. 2024. Issue 28.

27. Ministry of Finance of Ukraine. Official website: <http://www.minfin.gov.ua>
28. Ministry of Economy, Environment and Agriculture of Ukraine. Official website: <https://www.me.gov.ua>
29. Pankova, L. I. **Innovation and Investment Management**. Educational and Methodological Manual. Cherkasy State Technological University, 2022. 195 p.
30. **On Investment Activity**. Law of Ukraine No. 1560-XII of 18 September 1991.
31. **On Innovation Activity**. Law of Ukraine No. 40-IV of 4 July 2002.
32. Investopedia: <https://www.investopedia.com/>