

## Work programme of the course:

<b>Course title</b>	INNOVATION AND INVESTMENT MANAGEMENT
<b>Level of higher education (degree)</b>	FIRST (BACHELOR)
<b>Field of study</b>	07 MANAGEMENT AND ADMINISTRATION
<b>Major</b>	073 MANAGEMENT
<b>Program subject area</b>	MANAGEMENT (ENGLISH)
<b>Status of the discipline</b>	Compulsory
<b>Mode of studies</b>	FULL-TIME, PART-TIME, E-LEARNING
<b>Total number of hours/ ECTS credits</b>	150 HOURS /5 ECTS CREDITS
<b>Language of instruction</b>	ENGLISH
<b>Lecturer</b>	DENYSOV OLEH YEVGENIYOVYCH ASSOC. PROF., DOCTOR OF ECONOMIC SCIENCES
<b>Lecturer's profile</b>	<a href="#">Денисов Олег Євгенійович — Університет «КРОК»</a>
<b>Tel. number</b>	
<b>E-mail</b>	<a href="mailto:olegde@krok.edu.ua">olegde@krok.edu.ua</a>
<b>Consultations</b>	CONSULTATIONS IN MS TEAMS: FRIDAY, 11:00 A.M.-11.30 A.M.

### 1. Brief summary of the course

The Innovation and Investment Management course is designed to explore the critical intersection of innovation and investment strategies, emphasizing how businesses can thrive in a rapidly changing environment.

Creating new businesses, capturing new markets, and enhancing organizational effectiveness occur through innovation, transforming processes, or both. In today's landscape, new technologies, evolving processes, intensified competition, and globalization compel entrepreneurs and existing firms to distance themselves from the familiar and foster innovation and agility. This course examines successful strategies, business models, frameworks, funding mechanisms, barriers to entry, and risks associated with introducing breakthrough products and services.

Students will develop skills and insights for evaluating, articulating, refining, and pitching a new product or service, either as a start-up business or a new initiative within an existing firm. This course is appropriate for all students interested in innovation and design, and investment in innovation as necessary components of new businesses today.

## 2. Learning outcomes

### General Competencies (GS):

GS 5. Knowledge and understanding of the subject area and understanding of professional activity

GS 12. Ability to generate new ideas (creativity).

GS 14. Ability to work in an international context.

### Professional Competencies (PC):

PC 3. Ability to determine the prospects for the development of the organization.

PC 5. Ability to manage the organization and its departments through the implementation of management functions.

PC 7. Ability to choose and use modern management tools.

### Program learning outcomes (PLO):

PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

PLO 7. Demonstrate organizational design skills.

PLO 8. Apply management methods to ensure the effectiveness of the organization activity.

PLO 12. Evaluate the legal, social and economic consequences of the organization functioning, including labor relations in the organization.

PLO 13. Communicate orally and in writing in English and other (Ukrainian) languages.

**IC.** Ability to solve comprehensive specialized problems and practical problems characterized by complex and uncertain conditions, in the field of management or in the learning process, which involves the use of theories and methods of social and behavioral sciences.

## 3. Course scope

Type of class	Total number of hours/ ECTS credits - 150 HOURS / 5 ECTS credits		
	full-time	part-time	e-learning
Total number of hours / mode of studies			
lectures	28	14	14
seminars / practical / laboratory classes	22	7	7
Individual work	70	99	99
Exam	30	30	30

### 4. Prerequisites

Introduction to Management, Enterprise Economics and Finance.

### 5. Hardware and software

PC / laptop, Internet access, camera, microphone

### 6. Course policies – students must adhere to a code of academic integrity:

<https://int.krok.edu.ua/images/download/code-of-academic-integrity-2025.pdf>

Academic integrity is the presentation of one's own work and the proper recognition of the contribution of others.

Any violation of this principle constitutes academic dishonesty and may result in poor evaluation and disciplinary action.

**Forms of academic dishonesty include:**

- Plagiarism - presenting all or part of someone else's work as one's own in an academic exercise, such as an exam, a computer program, or a written assignment.
- Fraud - Using or attempting to use unauthorized materials during an exam or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) a copy of an examination or exam answers.
- Promoting academic dishonesty - helping others commit an act of dishonesty, such as replacing an exam or completing a task for someone else.
- Fabrication - modification or transfer, without permission, academic information, or records.

## **7. PROGRAMME OF THE COURSE**

### **8. Course scheme**

#### **TOPIC 1. Basic concepts and essence innovation activity**

Definition of Innovation. Explanation of innovation and its significance in business. Differentiation between invention and innovation. Types of Innovation. Overview of product, process, and organizational innovations. Models of innovation.

Innovation as a management process. Role of innovation in competitive advantage and market growth. Impact on economic development and societal progress.

Key Components of Innovation Activity. Research and development (R&D).

Organizational culture's influence on innovation. Barriers to Innovation, strategies to overcome these barriers.

Measuring Innovation Success. Key performance indicators (KPIs) for assessing innovation outcomes. Tools for evaluating the effectiveness of innovation activities.

Future Trends in Innovation. Innovation and the market.

Crowdsourcing for new product ideas. Innovation diffusion theories. Adopting new products and embracing change.

#### **TOPIC 2. Innovation process**

The dilemma of innovation management. Innovation dilemma in low technology sectors. Dynamic capabilities. Managing uncertainty. Pearson's the uncertainty map. Importance of market research and trend analysis.

Methods for brainstorming and collecting ideas (e.g., workshops, competitions). Encouraging creativity within teams. Criteria for assessing ideas based on feasibility and potential impact. Tools for prioritizing ideas for development.

Managing innovation projects. Organizational characteristics that facilitate the innovation process. Strategy towards innovation. Industrial firms are different: a classification. Organizational structures and innovation. The role of the individual in the innovation process. IT systems and their impact on innovation.

Operations management. The nature of design and innovation in the context of operations.

Process design and innovation. The relationship between product and process innovation.

Managing the manufacturing: R&D interface in process industries. Stretch: how innovation continues once an investment is made. Innovation in the management of the operations process. Triggers for innovation.

Design of the organization and its suppliers: supply chain management. Business process re-engineering (BPR). Lean innovation

#### **TOPIC 3. The enterprise as the main subject of implementation innovations**

Role of Enterprises in Innovation. Definition of enterprises as key players in implementing innovations. Importance of organizational structure in fostering innovation. Types of Enterprises Engaging in

Innovation. Differentiation between small, medium, and large enterprises. Sector-specific examples (e.g., tech, manufacturing).

Organizational Culture's Impact on Innovation. How culture influences innovative practices within enterprises. Strategies to cultivate an innovative culture. Leadership's Role in Driving Innovation. Importance of leadership commitment to innovation initiatives. Effective leadership styles that promote innovation. Collaboration within Enterprises.

The significance of cross-departmental collaboration for successful innovations. Tools that facilitate collaboration (e.g., project management software). Resource Allocation for Innovation Projects. Strategies for effectively allocating resources towards innovative initiatives. Balancing short-term goals with long-term innovative projects.

Challenges Faced by Enterprises in Implementing Innovations. Common obstacles such as resistance to change or lack of funding. Solutions to mitigate these challenges. Measuring Innovative Performance within Enterprises. Frameworks for evaluating success. Analysis of successful innovations implemented by enterprises. Innovation audit.

#### **TOPIC 4. Organizational forms for supporting development of innovation processes**

Introduction to Organizational Forms. Definition of organizational forms and their relevance to innovation.

Overview of how organizational structures can influence innovation processes. Types of Organizational Structures. Explanation of different organizational structures: hierarchical, flat, matrix, and networked. Pros and cons of each structure in relation to fostering innovation.

Centralized vs. Decentralized Innovation processes.

Hybrid Organizational Models. Cross-Functional Teams. Strategies for forming and managing diverse teams to enhance creativity and problem-solving. Open Innovation Frameworks. Creating an Innovation-Friendly Culture. Strategies for fostering an environment that encourages experimentation and learning. Tools and Technologies Supporting Innovation Processes.

Models of technology transfer. The licensing business models.

Forms of strategic alliance. Licensing. Supplier relations. Outsourcing. Joint venture. Collaboration (non-joint ventures). R&D consortia. Industry clusters. Low technology industry relies on networks for innovation. Innovation networks. The virtual company.

#### **TOPIC 5. The procedure of preparation of investment projects of the enterprise**

Introduction to Investment Projects. Definition and significance of investment projects in enterprises. Overview of the preparation process and its importance for successful outcomes.

Defining Project Scope and Objectives. Importance of clearly defining project scope and objectives.

Framework for setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives.

Conducting Market Research. Steps for conducting thorough market analysis. Importance of understanding industry trends, target demographics, and competitive landscape.

Creating a Detailed Business Plan. Key components of an effective business plan: executive summary, market analysis, financial projections. How a business plan serves as a roadmap for securing financing and guiding project execution.

Assessing Capital Requirements. Identifying and articulating capital needs for the project. Breakdown of costs associated with production, marketing, and technology.

Risk Assessment and Management. Techniques for identifying potential risks associated with the investment project. Strategies for mitigating risks to ensure project feasibility and success.

Developing an Implementation Plan. Steps involved in creating a detailed implementation plan including timelines and resource allocation. Importance of stakeholder involvement in the planning process.

Financing the Investment Project. Overview of various financing options available for investment projects. Importance of demonstrating financial viability to potential investors.

Monitoring and Evaluation Mechanisms. Establishing KPIs to monitor project progress and performance. Techniques for evaluating outcomes post-implementation to inform future projects.

Analysis and assessment of the effectiveness of financial investments. The procedure for forming a securities portfolio. The economic essence of real investments. The circulation of real investments. The efficiency of using real investment objects (fixed assets and working capital). Standards for assessing the value of real investment objects. Methods for assessing real investment objects. Assessment of the value of real investment objects.

**TOPIC 6. Methods for assessing the effectiveness, risks, liquidity of investment projects**

Methods for assessing the effectiveness of real investment projects.

The main indicators of economic efficiency of real investment projects: net consolidated income, profitability index, payback period, internal rate of return, etc.; characteristics and calculation procedure of such indicators, the relationship between them.

Methods for forming an optimal portfolio of real investments taking into account the criteria of profitability, risk and liquidity.

Ensuring the necessary diversification of real investment projects in the process of forming a portfolio of real investments of an enterprise. Features of the general assessment of the formed portfolio of real investments of an enterprise.

Budget of a real investment project, its types. Features of the development of a capital budget. Content and procedure for developing the current operating budget of a real investment project.

The method of the “flexible budget” of the implementation of an investment project and the principles of its development.

**TOPIC 7. Specifics of innovation management investment of the enterprise**

Features of innovation and investment processes in a market economy. Science-intensive modern production. Monopoly and competition in the innovation process.

The purpose and principles of managing innovative investments of an enterprise.

The relationship between the management of innovative investments of an enterprise and its innovative strategy.

Determining the main directions of innovative activity of an enterprise and the formation of the need for innovative investments.

The procedure for selecting objects of innovative investments and methods for assessing their value.

Planning the need for investment resources by stages of innovative investment.

Methods for determining the effectiveness of individual innovative investments.

**8. Course scheme**

Topic	Number of hours			Control form
	Full-time	Part-time	E-learning	

	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	
<b>Module # 1</b>										
<b>TOPIC 1</b> Basic concepts and essence innovation activity	4	3	10	2	1	14	2	1	14	S, T, CS, P, E
<b>TOPIC 2</b> Innovation process	4	3	10	2	1	14	2	1	14	S, T, CS, P, E
<b>TOPIC 3</b> The enterprise as the main subject of implementation innovations	4	3	10	2	1	14	2	1	14	S, T, CS, P, E
<b>TOPIC 4</b> Organizational forms for supporting development of innovation processes	4	3	10	2	1	14	2	1	14	S, T, CS, P, E
<b>Module # 2</b>										
<b>TOPIC 5</b> The procedure of preparation of investment projects of the enterprise	4	4	10	2	1	14	2	1	14	S, T, CA, CS, P, E
<b>TOPIC 6</b> Methods for assessing the effectiveness, risks, liquidity of investment projects	4	3	10	2	1	14	2	1	14	IA, S, T, CA, CS, P, E
<b>TOPIC 7</b> Specifics of innovation management investment of the enterprise	4	3	10	2	1	15	2	1	15	S, T, CA, CS, P, E
<b>Total hours</b>	<b>28</b>	<b>22</b>	<b>70</b>	<b>14</b>	<b>7</b>	<b>99</b>	<b>14</b>	<b>7</b>	<b>99</b>	-
<b>Exam</b>	<b>30</b>			<b>30</b>			<b>30</b>			-
<b>TOTAL</b>	<b>150</b>			<b>150</b>			<b>150</b>			-

**Control form**

- IA – individual assignments
- S – survey
- T – test, mid-term tests
- CA – calculation assignments
- CS – solving case-studies
- P – oral presentation
- E - exam

**9. Individual tasks**

Individual tasks are an integral part of the educational process, as they contribute to the development of analytical skills, creative thinking and independence of students.

<b>Content of an individual educational and research task (educational project)</b>
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The individual task consists of three types of questions, task options posted on the moodle platform:

1. Open question:

- o Requires a detailed, detailed answer based on theoretical knowledge and analysis of additional information.
- o Tests your understanding of the topic, ability to formulate your own opinions and argue your position.

2. Calculation task:

- o Involves performing certain calculations using formulas or economic models.
- o Tests knowledge of economic methods and the ability to apply them in practice.

3. Situational task:

- o Presents a real economic problem or case that needs to be analyzed and a solution proposed.
- o Tests your ability to apply theoretical knowledge to solve practical problems and make informed decisions.

Requirements for completing the task:

- Clear structure: Answers should be logically structured, contain an introduction, main body and conclusions.
- Argumentation: Each statement must be supported by arguments and references to sources.
- Accuracy of calculations: When performing calculations, it is necessary to observe accuracy and use appropriate units of measurement.
- Originality: Answers must be your own and contain no plagiarism.
- Design: The work must be designed in accordance with the requirements specified on the moodle platform.

## 10. Teaching methods

In the process of studying the discipline "Innovation and investment management", various types of educational activities, teaching methods and technologies are used.

Types of educational activities:

1. Lectures: classes where the teacher presents theoretical and practical guidance material, analyzing the main concepts and tools.
2. Seminars: interactive sessions in which students discuss topics, analyze case studies, and participate in group discussions that contribute to a deeper understanding of the material.
3. Practical classes: focus on the application of innovation and investments tools.

Teaching methods and technologies:

1. Presentations and multimedia materials: the use of slides, videos and graphs, which facilitate the perception of information and make the educational process more visual.
2. Active learning methods: include group projects, discussions, role-playing games, and brainstorming sessions that promote active student involvement in the process.
3. Case method: analysis of real business situations, which allows students to practically apply theoretical knowledge, develop critical thinking and decision-making skills.

Use of information technologies: interactive platforms for learning

## 11. Control methods

Control measures are used to determine the success of training. Control measures include current and final control.

Current control is carried out during practical (seminar) classes and is aimed at checking the level of preparedness of the student to perform a specific task.

The final control is carried out to evaluate the learning results after the end of the study of the discipline (semester control) or modules separated according to the working curriculum.

During the study of this course, the following forms of current control are used: a mid-term tests.

When studying this course, the following form of semester control is used: exam.

## 12. Distribution of points received by students

Evaluation of student learning results is carried out according to the University scale (0-100, taking into account optional tasks - 120 points) and the national scale.

General course evaluation system: Participation in the work during the semester / credit – 70%/30%

All tasks must be written independently, plagiarism is prohibited, no references or citations are required. The quality and originality of your arguments are evaluated. The task should be presented in Moodle

### 13.1. Scoring scheme for the course

Type of educational activity	Max score	Max total score
Modules #1 & #2		
Solving case-studies (3 x 5 points)	15	
Calculation assignments (4 x 2,5 points)	10	
Surveys / Test (2 x 5 points)	10	
Oral presentation (2 x 5 points)	10	
Individual work (1 x 10 points)	10	
Mid-term test (2 x 7,5 points)	15	
<b>Total for modules #1 &amp; #2</b>	<b>70</b>	
<b>Exam</b>		<b>30</b>
<b>Total for the course</b>		<b>100</b>

The minimum score for admission to the exam is 21 points.

### 13.2. Conditions for awarding points

#### 1. Solving case-studies (Maximum Score – 5 Points)

- Completeness of the Solution (2 Points): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.
- Accuracy of Answers (2 Points): All numerical data and calculation results must be accurate.
- Clarity of Presentation (1 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.

#### 2. Calculation assignments (Maximum Score – 2,5 Points)

- Completeness of the Solution (1 Point): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.
- Accuracy of Answers (1 Point): All numerical data and calculation results must be accurate.
- Clarity of Presentation (0,5 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.

#### 3. Tests (Maximum Score – 5 Points)

- Number of Correct Answers (5 Points): Students receive 0,25 points for each correct answer (total number of tests per session is 20).

#### 4. Survey (Maximum Score – 5 Points)

- Correctness of Answers (3 Points): Answers to questions must be accurate and correct.
- Coverage of the Topic (2 Points): Answers should demonstrate knowledge of all key aspects of the topic.

#### 5. Oral presentation (Maximum Score – 5 Points)

- Substance (2 Points): Completeness and depth of topic coverage, inclusion of relevant data and examples.
- Visual Presentation (2 Points): Quality of slides, use of graphics, clarity, and aesthetics.
- Communication Skills (1 Point): Ability to convey information to the audience, respond to questions, and engage listeners.

#### 6. Individual Work (Maximum Score – 10 Points)

- Depth of Research (3 Points): Quality of topic analysis, use of various sources of information and literature.
- Structure and Formatting (2 Points): Adherence to formatting requirements, logical structure of the work, correctness of citations.
- Originality and Creativity (2 Points): Presence of personal conclusions, recommendations, and interesting ideas.

- Responses to Questions (3 Points): Engagement in presenting work results, participation in discussions, and feedback.

#### 7. Mid-term tests (Maximum Score – 7,5 Points)

- Number of Correct Answers (5 Points): Students receive 0,25 points for each correct answer (total number of tests per session is 30).

### 13.3. Final assessment criteria

University scale	Ukrainian Grade
90 and higher	excellent
70–89	good
50–69	satisfactory
1–49	unsatisfactory

#### 14. Methodological provision

Attention students: all educational and methodological materials (lecture plans and videos, presentations/seminar assignments/case-studies, etc.) are submitted in Moodle Course: Innovation and Investment Management: <https://dist.krok.edu.ua/my/courses.php>.

#### 15. Recommended literature

##### Basic

1. Coleman, L. (2017). *Applied Investment Theory: How Markets and Investors Behave, and Why*. Springer.
2. Trott, P. (2008). *Innovation management and new product development*. Pearson education.

##### Additional

1. Ivakhnenko, A., Gorovyi, D., Ivanov, V., Basova, Y., Pavlenko, I., & Trojanowska, J. (2024, June). Management of Innovations Investment at the Industrial Enterprises. In *International Conference Innovation in Engineering* (pp. 410-427). Cham: Springer Nature Switzerland.
2. Khodakovsky, Y., Prysiazhniuk, O., Plotnikova, M., & Buluy, O. (2020). Innovation and investment bases of management decisions in entrepreneurship. *Scientific Horizons*, 8(93), 21-30.
3. Sotnyk, I. M., Zavrazhnyi, K. Y., Kasianenko, V. O., Roubík, H., & Sidorov, O. (2020). Investment management of business digital innovations.
4. Tulchynska, S., Popelo, O., Pohrebniak, A., Borysenko, O., Redko, K., & Koba, V. (2023). Innovative and Investment Activities of Enterprises within Eco-Industrial Parks in the Circular Economy Context. *International Journal of Sustainable Development & Planning*, 18(1).
5. Yuldashevna, A. O. (2024). Financing Innovation Activities. *Web of Semantics: Journal of Interdisciplinary Science*, 2(4), 218-220.

#### 16. Additional information on the discipline (educational component)

Certificates of completion for distance or online courses on the relevant topics may be credited provided that the requirements outlined in the corresponding regulation are met.

##### Work programme of the course:

Compiled by: DENYSOV OLEH YEVGENIYOVYCH.

Approved: at the meeting of the Department of International Business (Protocol No. 2 dated September 17, 2024).