

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
National Aviation University  
Educational and Research Institute of Economics and Management  
Faculty of Management and Logistics  
Management of Foreign Economic Activity of Enterprises Department

APPROVED  
Temporary Acting Rector  
\_\_\_\_\_ Т. Ivanova  
« \_\_\_ » \_\_\_\_\_ 2016



## Quality Management System

### SYLLABUS

on

### “Innovation Management and Entrepreneurship”

Area of knowledge: 07 “Management and Administration”  
Specialty: 073 “Management”  
Specialization: “Management of Foreign Economic Activity”

Semester – 2<sup>nd</sup>

Auditorium Classes – 51 Examination – 2 semester  
Self-study – 39

Total (hours/ECTS credits) – 90/3.0

Index HM-6-073-a/16-2.1.6

**QMS NAU S 11.02.03-01-2016**



The Syllabus on "Innovation Management and Entrepreneurship" is based on Educational and Professional Program and Master Curriculum HM-6-073-a/16 for Major 073 "Management" and the specialty "Management of Foreign Economic Activity" and correspondent normative documents.

The Syllabus has been developed by:

associate professor of  
the Management of Foreign Economic  
Activity of Enterprises Department \_\_\_\_\_ O. Kyrlyenko

associate professor of  
the Management of Foreign Economic  
Activity of Enterprises Department \_\_\_\_\_ L. Lytvynenko

The Syllabus has been discussed and approved by the Department for specialty 073 "Management" and specialization "Management of Foreign Economic Activity" – Management of Foreign Economic Activity of Enterprises Department, Record № \_\_\_\_\_ of \_\_\_\_\_ 2016.

Head of the Department \_\_\_\_\_ V. Novak

The Syllabus has been discussed and approved by the Scientific-Methodological-Editorial Board of the Educational and Research Institute of Economics and Management, Record № \_\_\_ of "\_\_\_" \_\_\_\_\_ 2016.

Head of the SMEB \_\_\_\_\_ O. Borysenko

AGREED  
Dean of the Faculty of  
Management and Logistics  
\_\_\_\_\_  
O. Ilyenko  
« \_\_\_ » \_\_\_\_\_ 2016

AGREED  
Director of the Educational and  
Research Institute of Economics  
and Management  
\_\_\_\_\_  
V. Matveev  
« \_\_\_ » \_\_\_\_\_ 2016

Director of the Educational  
and Research Center  
of Advanced Technologies \_\_\_\_\_ V. Kazak

Document level – 3b

The planned term between the revisions – 1 year

**Master copy**



## 1. EXPLANATORY NOTES

Syllabus of the subject "Innovation Management and Entrepreneurship" is developed on the basis of the "Guidelines for the development and execution of Syllabus and Course Training Program of subjects", promulgated by order №37/поз dated 16.06.15.

The educational subject is the theoretical basis of knowledge and skills complex, providing increasing tangible and intangible assets, helping make informed management decisions based on international experience of entrepreneurship, ensuring development of organizations (enterprises) in market conditions.

Aim for mastering the subject "Innovation Management and Entrepreneurship" is to master the knowledge system in the field of innovative development management of enterprise on international markets according to the adopted goals and strategy, as well as form strategic mindset and acquire skills of working-out measures and develop comprehensive mechanism to support international innovative activity.

As a result of learning the discipline student must:

### **Know:**

- understanding the essence, types and characteristics of innovations in international environment;
- mastering peculiarities, role and place of the management of international innovative activity in the management system at macro, mezo and micro level;
- familiarization with existing approaches to the understanding of innovation policy essence and study the corresponding categorical apparatus reflecting the process of innovation development management;
- to analyze and evaluate new opportunities, which give the company an opportunity to deliver better benefits at an acceptable level of risk;
- the essence, functions and classification of innovations;
- peculiarities of innovation processes in the enterprise;
- the essence, motivation, obstacles, advantages and disadvantages of entrepreneurship;
- foreign experience of entrepreneurship;
- methods and forms of entrepreneurship organization;
- the essence and types of entrepreneurial strategies;
- peculiarities of resource provision of entrepreneurship;
- main features of entrepreneurial culture and behavior;
- methods of entrepreneurship effectiveness assessment.

### **Learning outcomes:**

- analyze the international competitive environment of the enterprise and define innovative opportunities;
- form enterprise innovative policy on the international market;
- develop the strategy of innovative development management of the enterprise on the international market;
- plan international innovative activity;
- use various forms and methods of stimulating innovative activity;
- manage the process of implementation of international innovation projects;
- evaluate the effectiveness of international innovation activity of the enterprise.
- identify sources of competitive advantage in different areas of business;
- evaluate the firm's ability to carry out investment;
- indicate sources of investment financing;
- analyze the economic efficiency of investment and determine the acceptable level of risk;



- construct an action plan (schedule) to conduct the investment;
- carry out feasibility study for the implementation of investment.

Training material of the subject is structured by modular principle and consists of a single module which is logically complete, relatively independent, integral part of the curriculum, mastering of which involves a modular test and analysis of its performance.

The subject matter of the discipline is structured in a modular manner and consists of two educational modules:

- educational **module # 1 “Organization, provision and analysis of the results of management of innovative activity”**,
- educational **module # 2 “Entrepreneurship”**, each of which is logically complete, relatively independent, integral part of the discipline, learning of which provides for module control test and analysis of its carrying out.

The subject “Innovation Management and Entrepreneurship” is based on the knowledge of such subjects as “Methodology and Organization of Scientific Researches”, “International Competitiveness Management of Enterprise in the Conditions of European Integration”, “Economic Policy and Investment Management”, “International Management and Marketing” and “Strategic Management of Corporations”.

## 2. SUBJECT CONTENT

### 2.1. Module #1 “Organization, provision and analysis of the results of management of innovative activity”.

#### **Topic 2.1.1. The essence and basic concepts of management of innovation activities.**

The nature and types of innovations in activities. Goals, objectives and principles of innovation. Objects and subjects of international innovation. The management of innovation activities. The value of innovative processes for efficient economic activity. Influence of innovative activity of enterprises for their competitiveness in the international business environment. Stage of the life cycle of an innovative product. The progressive features of modern models of the innovation process. Theoretical foundations and modern trends of innovative development of world and national economy. Features of innovation and the demand for them on international markets. Positioning an innovative product on the international market. The factors that stimulate the attraction of innovation. Competitive advantages of the enterprise on markets for innovation.

#### **Topic 2.1.2. Innovation policy of the enterprise.**

Definition, place and role of innovative policies in the international activities of the enterprise. Methods, mechanisms and elements of international innovation policy. Basic principles and problems of formation of innovation policy. State, regional, and corporate innovation policy. Directions of realization of innovative policy. The role of innovation policy in developing the innovation system of enterprises-subjects of foreign economic activity. Directions of increase of innovative activity entrepreneurial environment. The experience of countries in the formation and implementation of innovation policies: the innovation policy of the EU, China, Japan, CIS countries.

#### **Topic 2.1.3. Strategic management of innovation activities of the enterprise.**

The concept of innovation strategy and its relationship to the overall development strategy of the enterprise. Classification of innovation strategies, the feasibility of their use in international activities of the enterprise. Principles of formation of international innovation strategies. The essence and features of strategic management of international innovation activities of the enterprise. Strategy, policy and tactics of innovative development of enterprises in the international market. Operational management of innovative processes at the enterprise,



carries out international activities. Planning, organization and control of innovation activity. Using SWOT analysis to determine the international innovation strategies of the enterprise.

#### **Topic 2.1.4. Management of innovation projects.**

Methodological bases of management of innovative projects: the essence and peculiarities of innovative projects. International and national standards for the management of innovative projects. Classification of innovative processes of the project. The rationale of the project: project analysis, business planning of innovative projects, SMART analysis of the project objectives. The life cycle of an innovation project. Management of integration, scope, schedule, cost, quality, human resources, information security and risk management of international innovation projects.

#### **Topic 2.1.5. Funding and incentives for international innovation activity.**

The regulatory system and stimulate international innovation. The system of financing of innovative processes. The task of the state in relation to the financing of innovative processes. The elements and principles of action of the international mechanism of stimulation of innovative activity. Sources of financing of innovative activity. The mechanism of investment international innovative activities by venture capital. Features of leasing, forfeiting and franchising. Encourage senior management to innovate. Organizational-economic forms of stimulation of innovative behavior of employees.

#### **Topic 2.1.6. Evaluation of the effectiveness of innovation activity.**

Basic principles for determining the effectiveness of international innovation. Effects from implementation of innovation on the international market. Main indicators of General economic efficiency of innovations: the integral effect, the profitability index, rate of return, payback period. Value analysis of the innovation object. Evaluating the cost-effectiveness of international innovation. Assessing the social results of international innovation.

#### **Topic 2.1.7. Risk management of international innovation activity.**

Classification of risks in international innovation. Methods of analysis of uncertainty in innovative activity. Risk assessment of international innovation. Risk management methods in international innovation.

## **2.2. Module #2 “Entrepreneurship”.**

### **Topic 2.2.1. The essence and main characteristics of entrepreneurship.**

The essence, targets and objectives of entrepreneurship. Systematic approach to intrapreneurship research. Barriers in implementing of intrapreneurship, advantages and disadvantages of entrepreneurship. Conditions needed for the entrepreneurship implementation. Basic aspects of successful development of intrapreneurship.

### **Topic 2.2.2. Entrepreneurship as a form of innovative activity organization.**

Intrapreneurship development stages. Foreign experience of entrepreneurship organization. Entrepreneurship support systems in EU, USA, Japan and other countries. The mechanism of entrepreneurship development. Entrepreneurial processes to reach organizational and structural level of the enterprise. Approaches to the intrapreneurship model formation in the enterprise.

### **Topic 2.2.3. Entrepreneurship environment.**

Methods and forms of intrapreneurship organization. The main components of entrepreneurship environment and its characteristics. The formation of effective entrepreneurship environment. The methods of businesses formation, their organizational form by the formation method and base element. The nature of interrelations of partners in the entrepreneurship sphere. Characteristic of intrapreneurship forms.

### **Topic 2.2.4. Marketing concept of entrepreneurship formation in the business system.**

Marketing concept of entrepreneurship formation in the business system. Peculiarities of entrepreneurship at different stages of the life cycle of an enterprise: stage of business idea



creation, the stage of business idea implementation and creating business structures, stage of the sustainable performance and profitability achievement, damping stage.

#### **Topic 2.2.5. Peculiarities of implementing intrapreneurship strategies.**

The essence and types of intrapreneurship strategies. Successful business strategies for business development. The principles and features of intrapreneurship strategies' development. Tools for the implementation of global innovative strategies.

#### **Topic 2.2.6. Resource provision of entrepreneurship.**

Peculiarities of intrapreneurship resource support. Entrepreneurship financing. Internal reserves creating opportunities for the intrapreneurship development. The structures supporting innovation development: venture capital firms, business incubators, regional scientific and technical centers, technopolises, technology parks, consortia.

#### **Topic 2.2.7. Entrepreneurial culture and behavior.**

Features and components of intrapreneurship culture. The main directions of building a culture promoting intrapreneurship in the company. The main features of entrepreneurial behavior. Behavioral characteristics of intrapreneurs. Requirements to the qualities of an intrapreneur. Decision-making model in entrepreneurship. Mentoring, coaching, counseling. Features of forming teams for the intrapreneurship development.

### **3. LIST OF REFERENCES**

#### **3.1. Basic recommended references**

- 3.1.1. Дудар Т. Г. Інноваційний менеджмент: навч. посіб. / Т. Г. Дудар, В. В. Мельниченко. – К.: ЦУЛ, 2009. – 256 с.
- 3.1.2. Ілляшенко С. М. Інноваційний менеджмент: підручник / С. М. Ілляшенко. – Суми : Університетська книга, 2010. – 334 с.
- 3.1.3. Микитюк П. П. Інноваційний менеджмент: навч. посіб. / П. П. Микитюк. – К.: ЦУЛ, 2007. – 400 с.
- 3.1.4. Скібіцький О. М. Інноваційний та інвестиційний менеджмент : навч. посіб. / О. М. Скібіцький. – К.: ЦУЛ, 2009. – 408 с.
- 3.1.5. Эбнер М. Предпринимательская ориентация в организации. Внутреннее предпринимательство. Психология труда и организационная психология / М. Эбнер, Г. Франк, К. Корунка, М. Люгер. – М.: Гуманитарный Центр, 2010. – 284 с.
- 3.1.6. Kariv D. Entrepreneurship: An International Introduction / D. Kariv. – Routledge: Taylor & Francis, 2011. – 336 p.
- 3.1.7. Stokes R.D. Entrepreneurship / R.D. Stokes, N. Wilson, M. Mador. – Boston: CENGAGE Learning Business Press, 2010. – 424 p.

#### **3.2. Additional recommended references**

- 3.2.1. Михайлова Л. І. Інноваційний менеджмент: навч. посіб. / Л.І. Михайлова, С.Г. Турчина. – К.: ЦУЛ, 2007. – 248 с.
- 3.2.2. Скрипко Т. О. Інноваційний менеджмент: підручник / Т. О. Скрипко. – К.: Знання, 2011. – 423 с.
- 3.2.3. Стадник В. В. Інноваційний менеджмент: навч. посіб. / В. В. Стадник, М. А. Йохна. – К.: Академвидав, 2006. – 464 с.
- 3.2.4. Millson R.M. The strategy of managing innovation and technology / R.M. Millson, L.D. Wilemon. – Pearson Prentice Hall, 2008. – 986 p.
- 3.2.5. Le Masson P. Strategic Management of Innovation and Design / P. Le Masson, B. Weil, A. Hatchuel. – Cambridge University Press, 2010. – 450 p.
- 3.2.6. Baron A.R. Entrepreneurship: An Evidence-based Guide / A.R. Baron. – Massachusetts: Edward Elgar Publishing, 2012. – 240 p.
- 3.2.7. Gasparski W.W. Entrepreneurship: Values and Responsibility / W.W. Gasparski; Ed. by S. Kwiatkowski, L.V. Ryan. – New Jersey: Transaction Publishers, 2011. – 317 p.





(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				