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## SUSTAINABILITY MANAGEMENT

### Master Degree

### *Syllabus*

### III 2.5

### MBA 543

### Specialty: D3 "Management"

### Educational program "Business Administration"

Quarter/Year: Spring / 2026

Instructor: Prof. L. Zharova

ECTS Credits: 6

US Credits: 3

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Prerequisites: -

### Course Description

The sustainable business model requires firms in different sectors across the value chain to integrate disruptive technology and design business, and financial models that are based on longevity, renewability, reuse, repair, upgrade, refurbishment, serviceability, capacity sharing, and dematerialisation. Organisations still need consider cost management and control and evaluate the financial impact.

Despite the importance and potential benefits of the Sustainable Development and Circular Economy, the private sector has yet to adopt this new approach at either the strategic or the operational level, for many reasons.

This course expands students' sustainability knowledge across various organizations, industries, and practices, including business, consulting, environmental, social and governance (ESG), and energy sectors

### Course Outcomes

PH.1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;

PH.3. Design effective management systems for organizations;

PH.4. Substantiate and manage projects, generate business ideas;

PH.6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility;

PH.7. Organize and carry out effective communications within the team, with representatives of various professional groups and in the international context;

PH.8. Use specialized software and information systems to solve management problems of

the organization;

PH.10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems;

PH.12. Be able to delegate authority and management of the organization (unit);

PH.13. Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit).

### **Competencies**

**IK** Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation in the uncertainty of conditions and requirements

3K1. Ability to conduct research at the appropriate level;

3K6. Ability to generate new ideas (creativity);

3K7. Ability to abstract thinking, analysis and synthesis.

CK1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards;

CK4. Ability to effectively use and develop the organization's resources;

CK5. Ability to create and organize effective communications in the management process;

CK6. Ability to form leadership qualities and demonstrate them in the process of managing people;

CK7. Ability to develop projects, manage them, show initiative and entrepreneurship;

CK8. Ability to use psychological technologies at work with staff;

**Internationality:** The international aspect of the course includes international directives, worldwide practices, and cases discussed during the course.

### **Communications**

For individual issues, students should contact the professor **ONLY** by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

**Note!** Only emails sent from the student's corporate email address will be answered.

**Attention!** Official and only language used for assessment activities is English. Official and only languages used for communication within the University are Ukrainian and English.

### **Student Responsibilities**

#### **Time Commitment**

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

Students are responsible for following the schedule, attending classes, completing assignments on time and to the required standards, and maintaining academic integrity. These responsibilities are not open for discussion with instructors or the dean's office.

## Technical Aspects

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

## Grading Policy

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

**Note:** the minimal grade to pass a subject is **70%**

## Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

### Course-level Grading guidelines:

#### Master

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
35% - 69%	FX	Not acceptable, possible repetition of course

### Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the <a href="#">presentation</a> of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material;

E	learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 500 points incl. (Midterm and Final exam are 70% of overall evaluation, where Midterm – 30% and Final – 40%)

Homeworks – 60 points

Project – 30

Consultations – 60 points (10-15% of the total for the course are allocated for consultations)

Midterm exam – 150 points

Final exam – 200 points

### **Student Workload**

It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of lectures with the instructor and 7 academic hours of personal work. Personal work includes project and additional reading also preparing to the meeting discussion .

Please pay attention that 1 academic hour equals to 40 minutes.

### **Assignment Format**

All work should be shown in time. If the student misses the deadline – the task is failed.

Midterm covered topics from previous lectures (weeks 1-6). It included multiple choice questions and cases (essays) and took about 1.0 hour.

The Final exam covered all course material and included multiple choice questions and cases (essays). It lasts for 1.0 hour. Admission to the Final exam is possible only if all the tasks of the curriculum are covered.

After the Midterm and Final is graded a student has access to the grade only. Access to the attempt, corrects answers and information whether the answer is correct cannot be granted.

### **Academic dishonesty**

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. Fabrication – altering or transmitting, without authorization, academic information or records.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final the unsatisfactory grade ("0") is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean's office) and on UACU's computer/laptop or online on the student's computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade "0".

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.

Submission or retaking of any assessment activities after deadlines are forbidden.

### Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

\*\*\*\* NO MAKE –UP QUIZZES AND EXAMS \*\*\*\*

### Schedule

Lecture	Research Projects	Assignments Due	Points
1	Sustainable Development Strategies	Homework	5
2	Sustainable Energy Systems	Homework	5
3	Sustainable Transportation Systems	Homework	5
4	Sustainable Materials Industries	Homework	5
5	Sustainable Food Systems	Homework	5
6	Carbon Capture and Environmental Remediation	Homework	5
	Midterm		150
7	Urban Environments	Homework	5
8	Social responsibility (problems, examples, inspiration; communication strategies)	Homework	5
9		Homework	5
10	Non-financial reporting (Corporate Sustainable Reporting Directive, ESG reporting frameworks and standards)	Homework	5
11			
12		Homework	5
13			
14	ESG management and strategies	Homework	5
15	Project presentation		30
	Participation in consultations		60
	Final		200
			500

\* Before every meeting, participants will be supplied with the additional recommended literature

### Recommended Materials

1. Sustainable Development Goals [https://international-partnerships.ec.europa.eu/policies/sustainable-development-goals\\_en](https://international-partnerships.ec.europa.eu/policies/sustainable-development-goals_en)

2. Corporate sustainability reporting - [https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting\\_en](https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en)
3. Directive on corporate sustainability reporting (CSRD) [https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting\\_en#legislation](https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en#legislation)
4. EU taxonomy for sustainable activities - [https://finance.ec.europa.eu/sustainable-finance/tools-and-standards/eu-taxonomy-sustainable-activities\\_en](https://finance.ec.europa.eu/sustainable-finance/tools-and-standards/eu-taxonomy-sustainable-activities_en)
5. Fatima, T., & Elbanna, S. (2023). Corporate social responsibility (CSR) implementation: A review and a research agenda towards an integrative framework. *Journal of Business Ethics*, 183(1), 105-121. <https://link.springer.com/content/pdf/10.1007/s10551-022-05047-8.pdf>
6. Wirba, A. V. (2024). Corporate social responsibility (CSR): The role of government in promoting CSR. *Journal of the Knowledge Economy*, 15(2), 7428-7454.
7. Li, T. T., Wang, K., Sueyoshi, T., & Wang, D. D. (2021). ESG: Research progress and future prospects. *Sustainability*, 13(21), 11663.
8. Dugaard, D., & Ding, A. (2022). Global drivers for ESG performance: The body of knowledge. *Sustainability*, 14(4), 2322.
9. Andersson, E., Haase, D., Anderson, P., Cortinovis, C., Goodness, J., Kendal, D., ... & Wellmann, T. (2021). What are the traits of a social-ecological system: Towards a framework in support of urban sustainability. *npj Urban Sustainability*, 1(1), 14.
10. Fetting, C. (2020). The European green deal. *ESDN Report*, December, 2(9).

*\* The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 1 від 27.01.2026 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Завідувач кафедри



А.Г.Цибуляк

Викладач



Л.В.Жарова