

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**



Technology of managing the business development

syllabus of the academic discipline

Field of knowledge	<i>07 Management and administration</i>
Speciality	<i>073 Management</i>
Education level	<i>second (master)</i>
Educational program	<i>Business Administration</i>

Discipline status	<i>Compulsory</i>
Language of teaching, studying and assessment	<i>English</i>

Head of Management and
Business Department



Tetyana LEPEYKO

APPROVED

at the meeting of the Management and Business Department
Protocol № 1 of August 27, 2021.

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**Sheet of renewal and re-approval
syllabus of the academic discipline**

Academic year	Date of the department meeting – developer of the syllabus	Protocol number	Sign of the Head of the department

Abstract of the educational discipline

"Technology of managing the business development" is a compulsory discipline of the educational program "Business Administration" of the second (master's) level of higher education, specialty 073 "Management".

The discipline "Technology of managing the business development" considers the tools of economic justification and economic decision-making based on the variability of the external environment.

Object of study: business development management technologies.

Theoretical content of the subject area: theoretical concepts and methodology for managing the development of enterprises and organizations; approaches and criteria for determining and justifying the choice of business development programs in a changing environment; business development management technologies.

Characteristics of educational discipline

Course	1M
Semester	2
Number of credits ECTS	4
Form of final control	Pass

Structural and logical scheme of studying the discipline:

Prerequisites	Postrequisites
Management of organizations	Technology analysis and business planning
Risk management	Business finance management
Strategic management	Business process management

Competences and learning outcomes in the discipline

Competences	Learning outcomes
1	2
GC 1. Ability to conduct research at the appropriate level	LO 1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions
SC 1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards	
SC 9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation	
GC 3. Skills in the use of information and communication technologies	LO 2. Identify problems in the organization and justify methods for solving them
SC 2. Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans	
SC 10. Ability to manage the organization and its development	
GC 1. Ability to conduct research at the appropriate level	LO 3. Design effective management systems for organizations
SC 5. Ability to create and organize effective communications in the management process	

1	2
GC 4. Ability to motivate people and move towards a common goal	LO 4. Substantiate and manage projects, generate business ideas
SC 5. Ability to create and organize effective communications in the management process	LO 5. Plan the activities of the organization in strategic and tactical section
GC 6. Ability to generate new ideas (creativity)	LO 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
SC 1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards	
SC 9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation	
GC 1. Ability to conduct research at the appropriate level	LO 14. Apply and create comprehensive management technologies, methods and tools for effective and efficient business management in conditions of risk
SC 12. Ability to develop and apply methods and technologies of integrated management of the organization	

The program of the educational discipline

Content module 1. Methodological bases of managing the development

Topic 1. Managing the business development in the transformational economy (the basic notions, ideas and concepts)

Modern ideas about science and system development. The essence and content development processes in economic systems. Subject area theory of strategic development of the company. Features of the operation and development of a modern economy. The concept of mega-trends. Trends in the development of organizations associated with the information revolution.

Topic 2. The business development methodology

Methodology for development of enterprises - the definition of basic concepts. Referrals development. Principles of development. The steps of the implementation. Opportunities for innovation. The four fundamental areas in directing development. Process-oriented modeling business.

Topic 3. The business development tools

Processes are implemented through strategic aspect of development of the company. The basic concept of transformation (business process Actors). Development of the management of enterprises. Factors that encourage the transformation of management models. The essence of the methodology (Methodology 20 keys). Keys in the quality and production efficiency. Keys are aimed at saving materials and the use of leading technologies. Keys are aimed at development of staff.

Topic 4. Management principles of business development

Key elements of the information economy. Impact factors on the characteristics of the information economy interaction processes. The principle of leadership, hierarchy, possible control supervision. The principle of compensation. The principle of the working class. The principle of

value creation. Information principle, principle of coordination. The principle of dynamic balance. The principle of performance problems. The principle architect. Principle strategic orientation. The principle of command. The communication principle. The principle of power. The principle of centralization / decentralization. The principle time cycle. The principle of control. The principle of conflict resolution. Principle opportunities. The principle of the framework.

Topic 5. The systems of indicators of managing the business development

Management of business development through indicators. Primary and secondary indicators. The use of secondary indicators at different levels of government. Balanced business indicators ((Business Balanced Scorecard - BSC). Managing the development of business with BSC. Systems international standards - a source of quality performance indicators. TQM - total quality management. The system of quality standards ISO 9000. Examples of transformation of the company GE (values, initiative and cultural change).

Topic 6. The modern technologies of managing the business development

The structure of the subject area of formation and implementation of development strategy. Methodological approaches to the synthesis of the management system of strategic development of the enterprise. Strategic development management technology. Principles of management of strategic development of enterprises. Organizational and economic mechanism of strategic development of the enterprise. Enterprise development based on strategic partnership.

Budgeting as a technology of business development.

Customer relationship management (CRM) system as a business development management technology. Key success factors of organizations.

Knowledge management, process-oriented management, benchmarking and other business development management technologies.

The list laboratory classes, as well as questions and tasks for independent work is given in the table «Rating-plan of the educational discipline».

Teaching and instruction methods

The main method of teaching the discipline is an explanatory-illustrative method, which is a tool for studying theoretical material, all lectures are presented in the form of presentations using Microsoft PowerPoint. Methods are also used to achieve competencies and learning outcomes: lecture-discussions (topic 1 – 6), work in small groups (topic 3; topic 6), presentations (topic 3; topic 6), illustrations (topic 1 – 8), case-method (topic 2; topic 4), various individual (topic 1 – 6) and group work (topic 3; topic 5; topic 6).

Assessment system of learning outcomes

Simon Kuznets KhNUE is using a 100-point accumulation system.

Assessment is carried out on the following types of control:

current control – is carried out during the semester during the lectures, laboratory and practical classes and estimated by the amount of points scored (maximum score – 100 points, minimum score that allows the student to get credit – 60 points);

final/semester control – is conducted in the form of a semester credit in accordance with the schedule of the educational process.

Current control includes assessment of students' knowledge during lectures, laboratory, practical classes and performance of competency-oriented tasks, performance and presentation and is carried out according to the following criteria:

laboratory classes – active participation in discussions during the lesson, the degree of mastering the actual material of the discipline (6 point for each lesson depending on the level of student activity) (total maximum number of points – 30));

competence-oriented task on topics – the ability to combine theory with practice when considering situations; logic, structure, style of presentation of the material when performing in the audience, the ability to justify their position (maximum score – 6 points (five competence-oriented tasks during the semester, total maximum number of points – 30));

presentation – the ability to generalize information and draw conclusions; ability to plan and evaluate certain problematic issues; logic, structuring and validity of conclusions on a specific problem; literacy of the material (maximum score – 10 points (two presentations during the semester, the total maximum number of points – 20));

written control works – degree of assimilation of actual material; logic, structure of material presentation; the presence of their own point of view, position on a particular issue. ability to substantiate it; quality and clarity of reasoning (maximum score that a student can receive – 10 points (two written tests during the semester, the total maximum number of points – 20)).

The general criteria for assessment non-auditing independent work of students are: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge on individual topics, the ability to draw sound conclusions, the possession of categorical apparatus, skills and techniques for performing practical tasks, the ability to find necessary information, to carry out its systematization and processing, self-realization at seminars and practical classes. The results of the independent are checked and evaluated during the classroom current control – oral interviews, presentation reports and written works.

Final / semester control of students' knowledge and competencies in the discipline is carried out in the form of a semester differentiated test, the task of which is to check the student's understanding of the program material as a whole, logic and relationships between individual sections, ability to creatively use accumulated knowledge, problems of academic discipline, etc.

During the semester control in the form of a differentiated test, the final number of points in the discipline (maximum – 100 points) is defined as the sum of (simple) points for the results of student success in the current control.

A student **should be considered certified** if the sum of the points obtained on the basis of the results of the final / semester test of success is equal to or exceeds 60.

The total score in points for the semester is: «60 or more points are passed», «59 and less points are failed», and entered in the «Statement of learning achievement» of the academic discipline.

The final grade is set according to the scale given in the table «Grade scale: national and ECTS».

Forms of assessment and distribution of points are given in the table «Rating-plan of the educational discipline».

Grade scale: national and ECTS

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale	
		for exam, course project (work), practice, training	for pass
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C		
64 – 73	D		
60 – 63	E	satisfactory	not passed
35 – 59	FX	unsatisfactory	
1 – 34	F		

Rating-plan of the educational discipline

Topic	Forms and types of education		Forms of evaluation	Max points
1	2		3	4
Topic 1.	<i>Classroom work</i>			
	Lecture	Lecture on the topic 1. Managing the business development in the transformational economy (the basic notions, ideas and concepts)	Discussion, work in the small groups	-
	Practical class	Identification of enterprise problems and development of alternative solutions for choosing the form of development	Competence-oriented task	6
	Laboratory class	Construction of enterprise's problem map	Active work in the classroom	6
	<i>Individual work</i>			
	Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic	Homework check	-
Topic 2.	<i>Classroom work</i>			
	Lecture	Lecture on the topic 2. The business development methodology	Discussion, work in the small groups	-
	Practical class	Development of key measures of the business development program	Competence-oriented task	6
	<i>Individual work</i>			
	Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic	Homework check	-
Topic 3	<i>Classroom work</i>			
	Lecture	Lecture on the topic 3. The business development tools	Discussion, work in the small groups	-
	Laboratory class	Justification of the choice of the appropriate type of development and direction of business development	Active work in the classroom	6
			Presentation	10
	<i>Individual work</i>			
	Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for the presentation	Homework check	-
Topic 4	<i>Classroom work</i>			
	Lecture	Lecture on the topic 4. Management principles of business development	Discussion, work in the small groups	-
Written control work			10	

	Practical class	Selection and substantiation of the principles of business development program implementation	Competence-oriented task	6	
	Laboratory class	Comparative analysis of management principles of development in industrial and information economy	Active work in the classroom	6	
<i>Individual work</i>					
	Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for the written control work	Homework check	-	
Topic 5	<i>Classroom work</i>				
	Lecture	Lecture on the topic 5. The systems of indicators of managing the business development.	Discussion, work in the small groups	-	
	Practical class	Substantiation of performance indicators of the selected business	Competence-oriented task	6	
	Laboratory class	Business situation "Using a balanced scorecard for a selected business"	Active work in the classroom	6	
	<i>Individual work</i>				
	Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Participation in solving the business situation.	Homework check	-	
Topic 6	<i>Classroom work</i>				
	Lecture	Lecture on the topic 6. The modern technologies of managing the business development.	Discussion, work in the small groups	-	
			Written control work	10	
	Practical class	The choice of management technologies for the development of the selected business	Competence-oriented task	6	
	Laboratory class	Building a business development model based on selected technologies	Active work in the classroom	6	
			Presentation	10	
	<i>Individual work</i>				
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for the written control work. Preparation for the presentation.	Homework check	-		

Recommended books and resources

Main

1. Управління розвитком [Електронний ресурс] : навчальний посібник у схемах і таблицях українською та англійською мовами / О. І. Пушкар, О. М. Миронова, О. В. Гаврильченко, А. С. Сорокіна. – Харків : ХНЕУ ім. С. Кузнеця, 2018. – 155 с. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/22144>.

Additional

2. Faguet J-P. Development management. Undergraduate study in Economics, Management, Finance and the Social Sciences / J-P. Faguet. – London : The London School of Economics and Political Science, 2011. – 54 p.

3. Kobayashi I. 20 Keys to Workplace Improvement / I. Kobayashi. – London : Routledge, 2018. – 304 p.

4. Rayevnyeva O. Models of forecasting of enterprise's behavior in non-stationary external environment / O. Rayevnyeva, T. Touzani // Estudios de Economia Aplicada this link is disabled, 2021, 38(4). URL: <http://ojs.ual.es/ojs/index.php/eea/article/view/3998>. DOI: <https://doi.org/10.25115/eea.v38i4.3998>.

Information resources

5. Development management / Управління розвитком: course page on the PNS (Moodle platform) / O. M. Myronova. – Access mode : <https://pns.hneu.edu.ua/course/view.php?id=2555>

6. Balanced Scorecard Basics [Electronic resource] / Balanced Scorecard Institute. – Access mode: <http://www.balancedscorecard.org/BSC-Basics/About-the-Balanced-Scorecard>.

7. Development management / Управління розвитком (англ.) [Electronic resource] / Сайт ПНС. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=2555>.

8. Rothrock J. E. The Industrial Age Versus the Information Age: Rethinking National Security in the 21st Century [Electronic resource] / J. E. Rothrock, E. F. Smith, J. F. Kreis // The Institute for Defense Analyses. – Access mode : <http://www.dtic.mil/dtic/tr/fulltext/u2/a391335.pdf>.

9. Pavel N. Different agile methodologies: find which one fits best your needs [Electronic resource] / N. Pavel. – Access mode : <https://kanbanize.com/blog/right-agile-methodology-for-your-project>.