

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ



СУЧАСНІ ІНСТРУМЕНТИ МЕНЕДЖМЕНТУ
робоча програма навчальної дисципліни

Галузь знань **усі**
Спеціальність **усі**
Освітній рівень **перший (бакалаврський)**
Освітня програма **усі**

Статус дисципліни **вибіркова**
Мова викладання, навчання та оцінювання **англійська**

Завідувач кафедри
менеджменту та бізнесу

Тетяна ЛЕПЕЙКО

Харків
2022

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS



CONTEMPORARY MANAGEMENT TOOLS

syllabus of the academic discipline

Field of knowledge **All**
Specialty **All**
Education level **first (bachelor)**
Educational program **All**

Discipline status **Selective**
Language of teaching, studying and assessment **English**

Head of Management and
Business Department

Tetyana LEPEYKO

Kharkiv
2022

APPROVED

at the meeting of the Management and Business Department
Protocol № 1 of August 29, 2022.

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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

The discipline “Contemporary management tools” considers modern conceptual models of doing business and business management. Currently, in the context of global transformations of world economies, instability, pandemics, entrepreneurial activity involves a high level of risk, especially in the initial stages of business creation. However, with the right approach and methodology to business idea development, entrepreneurs can quickly try new ideas, technical solutions, business models and in case of a failed decision to quickly change the model and start testing new strategies. It is very important for young entrepreneurs and managers to start gaining such experience and skills as early as possible. To do this, it is highly important to use contemporary management tools.

The purpose of the discipline is to form a system of knowledge and practical skills in the field of contemporary management approaches and tools.

The objectives of the discipline are:

- understanding the components of a business ecosystem and principles of their management;
- application of appropriate team management tools at different stages of team development;
- possession of design thinking tools;
- possession of tools for formation and validation of modern business model.
- application of tools used in fundraising.

The subject of the discipline is the theoretical concepts and the methodology of management.

The program of studying the discipline “Contemporary management tools” is compiled according to the educational program of preparation of bachelors. It belongs to the cycle of selective professionally oriented disciplines of bachelor’s training.

Characteristics of educational discipline

Course	3
Semester	6
Number of credits ECTS	5
Form of final control	Pass

Structural and logical scheme of studying the disciplin

Prerequisites	Postrequisites
Management	Startup projects management

Competences and learning outcomes in the discipline

Competences	Learning outcomes
Ability to understand the basic principles of the business ecosystems management	Understanding the role of business in the global economy. Understanding the components of a business ecosystem and the relationships between them. Ability to find opportunities for the development of a business depending on its stage.
Ability to create and manage teams	Ability to form a team and distribute roles in it. Possession of tools for assessing entrepreneurial qualities. Knowledge of the stages of team development. Ability to apply appropriate team management tools at different stages of team development.
Ability to generate a business idea, creative thinking and design thinking	Possession of design thinking tools. Mastery of problem assessment methods. Possession of brainstorming tools.
Ability to develop and manage business models	Possession of tools for formation and validation of business model.

Ability to prepare own project for funding	Understanding of venture market principles, types of investors, stages and rounds of investments. Ability to choose the source of funding. Possession of tools for creating presentations. Knowledge of the basic principles of pitch. Fundraising.
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The program of the educational discipline

Content module 1. Business model seaching and problem-solving management tools

Topic 1. Business ecosystem.

1. An essence of a business ecosystem.
2. Components of a business ecosystem.
3. Principles of forming and managing relations in a business ecosystem.

Topic 2. Design Thinking.

1. Basics of creative thinking and its role in modern management.
2. The design thinking process.
3. Design thinking tools used in managerial problem solving.

Topic 3. Contemporary business models.

1. A concept of a business model.
2. Components of a business model.
3. Types of contemporary business models.
4. Development of a business model.

Topic 4. Business Model Canvas.

1. An essence of the business model canvas as a contemporary management tool.
2. Main components of the business model canvas and tools used in their development and management.

Content module 2. Business model validation management tools

Topic 5. Team management tools.

1. An essence of a team.
2. Stages of the team development.
3. Managerial tools applied at different stages of the team development.

Topic 6. Management tools for the market evaluation and dealing with customers.

1. Managing customer relationships.
2. Methods of market evaluation.

Topic 7. Basics of investment and finance in business

1. Overview of venture market.
2. Types of investors and investments.
3. Approaches to attract investments in business.
4. Managing relations with investors.

The list of practical (seminar) 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

In the process of teaching the educational discipline "Contemporary management tools" for the implementation of the defined competencies of the educational program and the activation of the educational process in lectures and practical classes the following teaching methods are used: mini lectures (topic 2), case study (topic 3), discussions (topics 1 – 7), business game (topic 5), presentations (topics 2, 3, 4), work in small groups (topics 2 – 7), individual projects (topic 1-7).

During lectures and practical classes, the explanatory and illustrative teaching method, problem-based teaching, research teaching methods are used. All lectures are provided in the form of presentations using Microsoft PowerPoint.

Procedure for assessment

S. Kuznets Kharkiv National University of Economics uses a cumulative (100-points) system of assessment. The assessment of learning outcomes of the discipline "Contemporary management tools" is based on the following control measures:

1. **Current control** is carried out during the semester and evaluates the results of students' work in practical classes and their independent work.

Forms of current assessment and methods of demonstrating learning outcomes are as follows:

Competence-oriented tasks. During the semester there are 7 competence-oriented tasks. The maximum score is 5 points for each fully completed task, the minimum score is 3 points for completing 50% of the assignment without properly made conclusions. The total number of points is 35 points.

Individual project. One individual project is prepared during the semester. The maximum score is 20 points if the project is completed, the minimum score is 12 points if there 50% of structural elements of the project are presented.

Presentations. Three presentations are prepared during the semester. The maximum score is 5 points each if the presentation topic is fully disclosed, the minimum score is 3 points if the presentation is logically structured and disclose the topic but does not provide own reflections on the problem. Total number of points is 15 points.

Written control works. During the semester there are 2 written control works. The first one covers topics 1-4; the second one – topics 5-7. The maximum score for each control work is 15 points for fully completed tasks, the minimum score is 8 points for completing 50% of tasks without providing explanations and conclusions. The total number of points is 30 points.

Thus, for the current control, students can receive a maximum of 100 points in case of full completion of all tasks. The minimum score that allows a student to get credit is 60 points.

2. **Final control** is conducted in the form of a semester credit in accordance with the schedule of the educational process.

A credit is set as the total amount of points, which were scored on the results of the current control.

The student should be considered certified if the final score is equal to or exceeds 60 points. The student should not be considered certified if the final score is equal to 59 points and less.

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

Rating-plan of the educational discipline

Topic	Forms and types of studying	Forms of evaluation	Max points
1	2	3	4
Content module 1. Business model seaching and problem-solving management tools			
Topic 1	<i>Classroom work</i>		
	Lecture 1, 2 on questions: 1. An essence of a business ecosystem. 2. Components of a business ecosystem. 3. Principles of forming and managing relations in a business ecosystem.	Active work	
	Practical task 1. Managing interaction of a business with its ecosystem	Performing a practical task	5
	<i>Independent work</i>		
	Study of lecture material, preparation for practical class, preparation for a discussion.		

Topic 2	<i>Classroom work</i>		
	Lecture 3, 4 on questions: 1. Basics of creative thinking and its role in modern management. 2. The design thinking process. 3. Design thinking tools used in managerial problem solving	Active work	
	Practical task 2. Applying design thinking tools used in managerial problem solving	Performing a practical task	5
		Presentation	5
	<i>Independent work</i>		
Study of lecture material, preparation for practical class, preparation for a discussion, preparation of the presentation.			
Topic 3	<i>Classroom work</i>		
	Lecture 5, 6 on questions: 1. A concept of a business model. 2. Components of a business model. 3. Types of contemporary business models. 4. Development of a business model.	Active work	
	Practical task 3. Comparison of modern business models. Case study on popular business models	Performing a practical task	5
		Presentation	5
	<i>Independent work</i>		
Study of lecture material, preparation for practical class, preparation for a discussion, preparation of the presentation.			
Topic 4	<i>Classroom work</i>		
	Lecture 7, 8 on questions: 1. An essence of the business model canvas as a contemporary management tool. 2. Main components of the business model canvas and tools used in their development and management.	Active work	
	Practical task 4. Developing the business model canvas	Performing a practical task	5
		Written control work	15
		Presentation	5
<i>Independent work</i>			
Study of lecture material, preparation for practical class, preparation for a discussion, preparation for test, preparation of the presentation.			
Content module 2. Business model validation management tools			
Topic 5	<i>Classroom work</i>		
	Lecture 9, 10 on questions: 1. An essence of a team. 2. Stages of the team development. 3. Managerial tools applied at different stages of the team development.	Active work	
	Practical task 5. Forming a team	Performing a practical task	5
	<i>Independent work</i>		
	Study of lecture material, preparation for practical class, preparation for a discussion.		

Topic 6	<i>Classroom work</i>		
	Lecture 11, 12 on questions: 1. Managing customer relationships. 2. Methods of market evaluation.	Active work	
	Practical task 6. Application of tools used in managing customer relationships	Performing a practical task	5
	<i>Independent work</i>		
	Study of lecture material, preparation for practical class, preparation for a discussion.		
Topic 7	<i>Classroom work</i>		
	Lecture 13, 14, 15 on questions: 1. Overview of venture market. 2. Types of investors and investments. 3. Approaches to attract investments in business. 4. Managing relations with investors.	Active work	
	Practical task 6. Tools used in preparing for a pitching	Performing a practical task	5
		Written control work	15
		Individual project	20
	<i>Independent work</i>		
	Study of lecture material, preparation for practical class, preparation for a discussion, preparation for test, preparation of the individual project		

Recommended literature

Main

1. Lewrick M. The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems / M. Lewrick. – NY: Wiley, 2018. – 352 p.
2. Yun J. Business Model Design Compass: Open Innovation Funnel to Schumpeterian New Combination Business Model Developing Circle (Management for Professionals) / J. Yun. – NY: Springer, 2017. – 248 p.
3. Gassmann O. The Business Model Navigator: 55 Models That Will Revolutionise Your Business / O. Gassmann, K. Frankenberger, M. Csik. – New Jersey: FT Publishing International, 2014. – 400 p.

Additional

4. Gray D. Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers / D. Gray, S. Brown, J. Macanuso. - Sebastopol, California: O'Reilly Media, 2010. – 290 p.
5. Gareth J. Contemporary Management / J. Gareth, J. George. – 12th ed. – McGraw-Hill, 2022. – <https://www.mheducation.com/highered/product/contemporary-management-jones-george/M9781260735154.html>.

Informational Resources

6. Contemporary management tools : course page on the PNS of S. Kuznets KhNUE (Moodle). – <https://pns.hneu.edu.ua/course/view.php?id=9390>.