

INTRODUCTION

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

The **objectives** of the course 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 models.

application of tools used in fundraising.

The **subject** of the course is the theoretical concepts and the methodology of management. The **object** is the regularities of functioning of modern organizations.

The learning outcomes and competencies formed by the course are defined in Table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO3	SC1
LO6	SC3
LO7	SC4
LO8	SC5, SC7
LO9	SC9
LO11	SC11
LO19	SC12
LO21	GC12, SC15
LO20	SC20

where LO3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO6. Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.

LO7. Demonstrate organizational design skills.

LO8. Implement management techniques to ensure the effectiveness of the organization.

LO9. Demonstrate interaction, leadership, and teamwork skills.

LO11. Demonstrate skills in situation analysis and communication in various areas of the organization's activities.

LO19. Demonstrate skills in analyzing and synthesizing information, applying them to analyze and solve problems in various areas of business and management.

LO20. Coordinate aspects of business organizations that contribute to the efficiency of its work.

LO21. Demonstrate communication, research, technological and cross-cultural skills necessary to analyze business situations, prepare, justify and present management decisions.

GC12. Ability to generate new ideas (creativity).

SC1. Ability to identify and describe organizational characteristics.

SC3. Ability to determine the prospects for the development of the organization.

SC4. Ability to identify the functional areas of the organization and the connections between them.

SC5. Ability to manage the organization and its divisions through the implementation of management functions.

SC7. Ability to select and use modern management tools.

SC9. Ability to work in a team and establish interpersonal interaction in solving professional problems.

SC11. Ability to create and organize effective communications in the management process.

SC12. Ability to analyze and structure organizational problems, to form reasonable decisions.

SC15. Ability to develop and demonstrate leadership and behavioral skills.

SC20. Ability to develop effective procedures and communication mechanisms for interpersonal interaction in the business environment, including adaptation to new situations.

COURSE CONTENT

Content module 1. Business model searching 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) studies in the course is given in Table 2.

Table 2

List of practical (seminar) studies

Title of the topic and/or task	Content
Topic 1. Task 1	Managing interaction of a business with its ecosystem
Topic 2. Task 2	Applying design thinking tools used in managerial problem solving
Topic 3. Task 3	Comparison of modern business models. Case study on popular business models
Topic 4. Task 4	Developing the business model canvas
Topic 5. Task 5	Forming a team
Topic 6. Task 6	Application of tools used in managing customer relationships
Topic 7. Task 7	Tools used in preparing for a pitching

List of self-studies for the course is given in Table 3.

Table 3

List of self-studies

Title of the topic and/or task	Content
Topic 1 – 7	Study of lecture material

Topic 1 – 7	Preparation for practical class
Topic 1 – 7	Preparation for a discussion
Topic 2 – 4	Preparation of the presentation
Topic 4, 7	Preparation for the test
Topic 7	Preparation of the individual project

The number of hours for lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course "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.

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam.

The final grade in the course is determined:

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Competence-oriented tasks. During the semester there are 3 competence-oriented tasks. The maximum score is 7 points. The total number of points is 21 points.

Presentations. Three presentations are prepared during the semester. The maximum score is 5 points. 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 12 points for fully completed tasks. The total number of points is 24 points. Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria are given below.

Example of an exam card

Simon Kuznets Kharkiv National University of Economics
First (bachelor's) level of higher education
Specialty “Management”
Study programme “Business Administration”.
Course “Contemporary Management Tools”

EXAM CARD № 1

Task 1 (multiple-choice). (20 points)

1. The top management team at Tapco Developers ensures that first-level managers are given more authority and responsibility over how they perform their work activities. First-level managers are also allowed to make important decisions in collaboration with the middle managers. This is an example of _____.

- a) departmentalizing;
- b) empowerment;
- c) restructuring;
- d) downsizing;
- e) insourcing.

2. The power to hold workers accountable for their actions and to make decisions about the use of organizational resources is known as:

- a) job specialization;
- b) centralization;
- c) authority;
- d) power;
- e) unity of command.

3. ... grow a business's revenues and profits by improving retention among its customers, employees and investors.

- a) Supply Chain Management;
- b) Total Quality Management (TQM);
- c) Customer Satisfaction Systems;
- d) Customer Relationship Management (CRM);
- e) no correct answer.

4. ... synchronizes the efforts of all parties — suppliers, manufacturers, distributors, dealers, customers and so on — involved in meeting a customer's needs

- a) Supply Chain Management;
- b) Total Quality Management (TQM);
- c) Customer Segmentation;

- d) Customer Relationship Management (CRM);
- e) no correct answer.

5. Governance Model, in which you outsource certain activities to suppliers from which you buy and/or intermediaries to which you sell is:

- a) open-market model;
- b) business ecosystem;
- c) hierarchical supply chain;
- d) vertically integrated model;
- e) no correct answer.

6. Ideal conditions for Business ecosystem as a Governance Model are:

- a) high modularity of the required product and a low need for coordination among players;
- b) high modularity of the required product and a high need for coordination among players;
- c) low modularity of the required product and a high need for coordination among players;
- d) low modularity of the required product and a low need for coordination among players.

7. What does “Unique Value Proposition” mean?

- a) product description;
- b) proposal given to the customer;
- c) product market place;
- d) the benefit or the added value for a product.

8. The online marketplace website goes in what section of the Business Model Canvas?

- a) revenue;
- b) channels;
- c) customer relationship;
- d) customer segment.

9. Every asset that allows an enterprise to create and offer a value proposition, reach markets, maintain relationships with customer segments and earn revenues is called:

- a) key friends;
- b) key activities;
- c) key resources;
- d) key partners.

10. Validate feasibility of an idea is a purpose of:

- a) prototype;
- b) pilot;
- c) proof of concept;
- d) MVP.

Task 2 (stereotypic). (6 points)

Read the following scenario:

You have graduated college and been working your 9-5 day job for the past few years. Your job is getting stale and while you're sitting at your desk all you can dream about is Yoga. Two years ago you passed your Yoga teacher certification and you have been teaching classes at a local gym. Word has gotten out about how good you are and now you have a dedicated following of yoga nuts. You've made the decision to open your own Yoga studio. You believe it will cost \$15,000.

What types of financing are appropriate in this case? Explain your decision.

Task 3 (heuristic). (14 points)

Develop a Business Model Canvas for a small bookstore selling comic books for teenagers and young adults. Explain the chosen elements. Discuss how the model can evolve in future.

Approved at the meeting of the management and business department

Protocol № __ of __.____.20__

Examiner

PhD (Economics), Associate Professor Oleksandra KANOVA

Head of the department

Doctor of Economics, Professor Tetyana LEPEYKO

Assessment criteria

The final scores for the exam are composed of the sum of points for completing all tasks, rounded to the nearest whole number following mathematical rules.

The algorithm for solving each task includes distinct stages that differ in complexity, effort, and significance for task resolution. Therefore, individual tasks and stages of their solution are evaluated separately as follows:

Task 1 (multiple-choice). (20 points)

2 points for each correct answer.

Task 2 (stereotypical). (6 points)

3 points – relevant funding sources are identified.

3 points – justification of the decision is provided.

Task 3 (heuristic). (14 points)

1 point for each of the nine elements of the business model canvas identified correctly. In total – 9 points for all elements.

2 points – explanation provided regarding the choice of elements in the canvas.

3 points – potential options for the business model development are proposed.

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.

4. Лепейко Т. І. Менеджмент [Електронний ресурс]: навчальний посібник / Т. І. Лепейко, О. М. Миронова. – Х.: Вид. ХНЕУ, 2010. – 204 с. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/30823>

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Additional

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8. 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>.

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10. Davydova O. Sustainable Development of Enterprises with Digitalization of the Economic Management / O. Davydova, N. Kashchena, T. Staverska, H. Chmil // International Journal of Advanced Science and Technology. 29(8s). – 2020. – Pp. 2370–2378. Access mode: <http://repository.hneu.edu.ua/handle/123456789/23535>.

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12. Lepeyko T. Leadership in multinational organization: China and Ukraine / T. Lepeyko, Miao Jianping // Journal of Corporate Responsibility and Leadership. - 2020. - Volume 7. - Issue 3. - P. 7–18. Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/30027>.

Internet resources

13. Management: methodology and practice. Ukrainian electronic journal. - Access mode: www.management.com.ua.