

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

"ЗАТВЕРДЖУЮ"

Заступник керівника
(проректор з науково-педагогічної роботи)
М. В. Афанасьєв



Handwritten signature of M. V. Afanasyev in blue ink, positioned over a blue circular official stamp of the university.

Управління розвитком

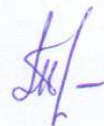
робоча програма навчальної дисципліни

Галузь знань	07 Управління та адміністрування
Спеціальність	073 Менеджмент
Освітній рівень	другий (магістерський)
Освітня програма	Бізнес-адміністрування

Вид дисципліни
Мова викладання, навчання та оцінювання

базова
англійська

Завідувач кафедри
менеджменту та бізнесу



Handwritten signature of T. I. Lepenko in blue ink.

Т. І. Лепейко

Харків
ХНЕУ ім. С. Кузнеця
2019

APPROVED

at the meeting of the Management and Business department
Protocol № 1 dated 29.08.2019.

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

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

1. Introduction

Abstract of the discipline. The current economic conditions under which domestic enterprises operate are characterized by high levels of uncertainty and dynamic environmental factors. All this contributes to adverse situations with conflicts involving economic interests and the lack of complete and reliable information. In such circumstances, it is important that enterprise managers should be able to adapt to external changes and make evidence-based optimal decisions providing efficient enterprise performance. Studying discipline enables to obtain the competencies necessary for economic justification and business decision making in the conditions of the environment variability, identifying the main directions of development, expediency of resources to change their quantitative or cost characteristics.

The purpose of the discipline is to present the necessary theoretical foundations, methodological approaches and practical knowledge of the principles, techniques and methods of construction and subsequent operation of management systems providing development of companies and organizations.

Academic year	1M	
Semester	2	
Number of credits ECTS	4	
Studies in class	lectures	20
	laboratory	20
Independent training		80
Final assessment	pass	

Structural logical scheme of the discipline studying:

Previous disciplines	Next disciplines
Management of organizations	Business processes management
Risk-management	Start-up projects management
Personnel management and organizational behavior	Financial management

2. Competencies and results of discipline study:

Competencies	Study results
The ability to determine the factors of the strategic development of the enterprise in the transformational economy	Skills of analyzing the factors that induce change and choose appropriate tools development of the enterprise
The ability to determine the components and essence of the development methodology	Skills of analyzing the influence of the information economy factors, the characteristics of economic processes and, based on this, select and justify management principles of development
The ability to determine the structure and the essence of development tools	Knowledge of the management principles of the enterprise development and development tools
The ability to select specific management principles of development	Knowledge of the structure of factors of external and internal environment and the mechanism of their influence on the acceptance and implementation of development programs of enterprises and organizations
The ability to select the components of the system of indicators of managing enterprise development	Knowledge of the concept and the essence of the system of indicators of managing enterprise development

3. The syllabus of the academic discipline

Theme 1. Managing the strategic development of enterprises 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.

Theme 2. The 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.

Theme 3. The 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.

Theme 4. Management principles of 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.

Theme 5. The systems of indicators of managing the enterprise 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).

4. The themes of laboratory lessons

Theme 1. Identifying problems of enterprises and the development of alternative decisions on the choice of the form of development.

Theme 2. Selecting the area of enterprise development.

Theme 3. Developing the key activities of the enterprise development program.

Theme 4. Selecting and justification of the principles of enterprise development program implementation.

Theme 5. Substantiation of the indicators of company's development effectiveness.

Theme 6. Formation of the enterprise development strategy.

5. The system of the study results assessment

The system of evaluation of the developed competencies takes into account the types of lessons, which, according to the syllabus, include lectures, laboratory classes, and independent training. Assessment of the developed competencies is carried out using a 100-point accumulation system. In accordance with the Provisional Regulations "On the Procedure for Assessing the Results of Students' Learning Based on the Accumulated Bulletin-Rating System" Simon Kuznets KhNEU, control measures include:

current control during the semester during lectures, laboratory sessions and is estimated by the sum of the points scored (the maximum amount is 60 points; the minimum amount that allows the student to take the exam - 35 points);

modular control carried out in the form of an express tests (the maximum amount is 10 points) and written test (the maximum amount is 10 points) as an intermediate mini-exam on the initiative of the teacher, taking into account the current control over the relevant content module and aims to integrate the evaluation of the student's learning outcomes after studying the material from the logically completed part of the discipline – content module;

final / semester control, conducted in the form of individual task which should be passed (the maximum amount is 20 points).

The procedure for carrying out the **current assessment** of students' knowledge. Assessment of student's knowledge during lectures, laboratory classes and performance of essays, presentations, express tests, written test is carried out according to the following criteria:

systematic, active and effective work during the semester on studying the program material of the discipline;

attending classes;

performing tasks for self-study due to the recommended literature; the ability to combine theory with practice in the process of the enterprise analysis;

logic, structure, style of presentation; the ability to justify their position, implement summarize and draw conclusions;

level of completion the tasks which includes arithmetic correctness of the implementation of an individual and complex settlement task;

ability to conduct a critical and independent assessment of certain problem issues in the essay;

the written test is held one time per semester and includes practical tasks of different complexity which can diagnose the level of theoretical knowledge of students and level of expertise of the discipline;

correct answers according to the theoretical questions in the express tests;

effective performance of the individual tasks under the criteria: the depth and strength of knowledge, level of thinking, the ability to organize knowledge on certain topics, the ability to make informed conclusions possession categorical aid, skills and techniques of practical tasks, the ability to find relevant information, to implement systematization and processing, to make conclusions and making decision.

General criteria on which the evaluation of extracurricular students' independent work are: to consolidate, deepen and synthesis of knowledge gained by students during training and acquisition of practical skills they use in addressing enterprise development program by means of formation and development of measures for implementation of the proposed

development program.

The **final control** of the students' knowledge and competencies is based on semester written test and individual task, the task of which is to check the student's understanding of the program material in general, the logic and interrelations between the individual sections, the ability to use the accumulated knowledge creatively, the ability to formulate their attitude to a particular problem of academic discipline, etc.

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

The final score in the discipline is calculated on the basis of the points obtained during the final control and the points obtained during the current control over the accumulation system. The total score in the points for the semester is: "60 and more points are passed", "59 and less points are not passed", and entered in the record "Record of success" of the discipline.

Distribution of points in weeks

Themes of the content module			Lectures	Laboratory classes	Home works	Essay	Presentation	Express test	Written test	Individual task	Total
Content module 1.	Theme 1	week 1	1								1
	Theme 1	week 2		1	1						2
	Theme 1	week 3	1								1
	Theme 1	week 4		1	1						2
	Theme 2	week 5	1								1
	Theme 2	week 6		1	1						2
	Theme 2	week 7	1								1
	Theme 2	week 8		1	1						2
	Theme 3	week 9	1					5			6
	Theme 3	week 10		1	1						2
	Theme 3	week 11	1								1
	Theme 3	week 12		1	1		5		10		17
	Theme 4	week 13	1								1
	Theme 4	week 14		1	1	10					12
	Theme 4	week 15	1	1	1						3
	Theme 5	week 16	1	1	1		5	5			13
	Theme 5	week 17	1	1	1	10				20	33
Total			10	10	10	20	10	10	10	20	100

Evaluation scale

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale
90 – 100	A	excellent
82 – 89	B	good
74 – 81	C	
64 – 73	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory
1 – 34	F	

6. Recommended reading

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.

Additional

5. 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.

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

Information resources

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

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

9. 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>.

10. 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>.