

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

**ЗАТВЕРДЖЕНО**

на засіданні кафедри  
менеджменту та бізнесу  
Протокол № 1 від 26.08.2024 р.

**ПОГОДЖЕНО**

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

**ПРОЦЕСНИЙ МЕНЕДЖМЕНТ**

**робоча програма навчальної дисципліни (РПНД)**

Галузь знань	<b>всі</b>
Спеціальність	<b>всі</b>
Освітній рівень	<b>третій (освітньо-науковий)</b>
Освітня програма	<b>всі</b>

Статус дисципліни	<b>вибіркова</b>
Мова викладання, навчання та оцінювання	<b>англійська</b>

Розробники програми:  
д.е.н., професор

Тетяна ЛЕПЕЙКО

к.е.н., доцент

Підписано КЕП

Андрій КОТЛИК

к.е.н., доцент

Олександра КАНОВА

Завідувач кафедри менеджменту  
та бізнесу

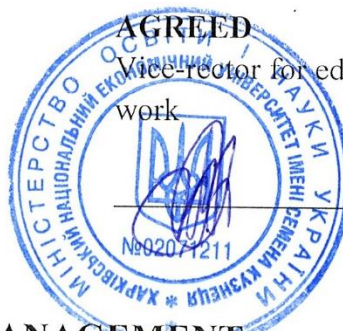
Тетяна ЛЕПЕЙКО

Харків  
2024

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

**APPROVED**

at the meeting of the department  
management and business  
Protocol № 1 of 26.08.2024



**AGREED**

Vice-rector for educational and methodical  
work

Karina NEMASHKALO

**PROCESS MANAGEMENT**  
**Program of the course**

Field of knowledge	<b>all</b>
Specialty	<b>all</b>
Study cycle	<b>third (educational and scientific)</b>
Study programme	<b>all</b>

Course status	<b>elective</b>
Language	<b>English</b>

Developers:

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Tetyana LEPEYKO

Cand. Sc. (Economic),  
Associate Professor

Digitally signed

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Oleksandra KANOVA

Head of management and  
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Tetyana LEPEYKO

**Kharkiv  
2024**

## INTRODUCTION

From the point of view of the system approach, the organization is a component of economic system which consumes resources, processes them, creating a value in a form of product or service, transferring it to external environment. In other words, the organization can be considered as a line of operations in the value chain. It is nothing but the processes of transforming resources into products (final or intermediate), thus, being the essence of the organization, its core, using and consuming the necessary resources: assets, staff, information. Thus, the activities of the organization can be fully described by an extended description of its processes in their interaction. In turn, each of the processes of the organization performs a certain set of tasks, generating the appropriate results (outputs) and can be considered as a separate object of management. Consequently, for each individual process, individual management decisions can be made to improve it or even to exclude from the processes carried out within the enterprise by outsourcing it. Thus, the process approach to enterprise management occupies one of the leading places in modern management science.

Purpose of the course “Process management” is to form a system of theoretical knowledge and applied skills and abilities to use the principles, methods and tools of enterprise process management.

The tasks of the course are:

to master the theoretical and methodological foundations of the process approach in management, including in comparison with other approaches;

to learn to create text and graphic models of processes in organizations;

to study modern approaches to measurement, analysis and control of processes in organizations;

to learn modern principles and approaches to improving processes in organizations.

The object of the course is business processes of a modern organization. The subject of the course is modern principles, approaches and methods of managing processes in organizations.

Competences and learning outcomes formed by the course are shown in the table 1.

Table 1

### Competences and learning outcomes formed by the course

Learning outcomes	Competencies
Apply modern tools and technologies for searching, processing and analyzing information, in particular, statistical methods for analyzing data of a large volume and/or complex structure, specialized databases and information systems	The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, formulation and modeling of problems Ability to use the latest information technologies and tools, progressive software products, opportunities of the global Internet network in the process of producing new knowledge, obtaining scientific and practical

	results in the field of management and in teaching practice
Develop and research conceptual, mathematical and computer models of processes and systems, effectively use them to obtain new knowledge and/or create innovative products in the field of management and related interdisciplinary areas; apply existing methods of analysis of trends and patterns of development of macro- and micro-economic processes, in particular, methods of economic and mathematical modeling for making balanced management decisions; build a reasonable system of indicators as a basis for scientific research and forecast economic processes	Ability to identify, pose and solve problems; formulate and experimentally test scientific hypotheses, apply acquired knowledge in practice; continuous self-development and self-improvement in professional and/or scientific-pedagogical activities
	The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, formulation and modeling of problems
	The ability to solve complex problems in the field of management on the basis of a systematic scientific outlook and a general cultural outlook in compliance with the principles of professional ethics and academic integrity, to develop, plan and implement research and innovation projects and programs in the field of management, a consistent process of thorough scientific research
	The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas; to have information about the directions and features of the development of modern theories of management and promising achievements in the field of management; organize and conduct research and innovation activities
	Ability to use the latest information technologies and tools, progressive software products, opportunities of the global Internet network in the process of producing new knowledge, obtaining scientific and practical results in the field of management and in teaching practice
Develop and implement scientific and applied projects that provide an opportunity to rethink the existing and create new holistic knowledge and/or professional practice in the field of management and administration and to solve significant scientific and technological problems in management in compliance with the norms of academic ethics and taking into account social, ethical, economic, environmental and legal aspects	Ability to identify, pose and solve problems; formulate and experimentally test scientific hypotheses, apply acquired knowledge in practice; continuous self-development and self-improvement in professional and/or scientific-pedagogical activities
	The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, formulation and modeling of problems
	The ability to solve complex problems in the field of management on the basis of a systematic scientific outlook and a general cultural outlook in compliance with the principles of professional ethics and academic integrity, to develop, plan and implement research and innovation projects and programs in the field of

	management, a consistent process of thorough scientific research
	The ability to initiate, develop, implement and manage scientific projects in management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights; to introduce innovative results of scientific research in the field of management into the practical activities of modern enterprises, institutions, and organizations
Approve and implement the results of own research in the field of management; to understand the content of modern management theories and the features of their evolution under the influence of changes in the external environment, advanced achievements and currents in the field of modern management, world experience of implementing existing management theories into the practice of modern enterprises	The ability to initiate, develop, implement and manage scientific projects in management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights; to introduce innovative results of scientific research in the field of management into the practical activities of modern enterprises, institutions, and organizations
	The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas; to have information about the directions and features of the development of modern theories of management and promising achievements in the field of management; organize and conduct research and innovation activities
	The ability to initiate, develop, implement and manage scientific projects in management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights; to introduce innovative results of scientific research in the field of management into the practical activities of modern enterprises, institutions, and organizations
	Ability to use the latest information technologies and tools, progressive software products, opportunities of the global Internet network in the process of producing new knowledge, obtaining scientific and practical results in the field of management and in teaching practice

## COURSE CONTENT

### **Content module 1. Theoretical aspects of process management**

#### **Topic 1. Genesis, advantages and disadvantages of a functional approach to enterprise management**

Prerequisites and genesis of a functional approach to enterprise management. Features of the functional approach. The main challenges for modern business. Disadvantages of a functional approach to management in a turbulent customer-oriented economy.

## **Topic 2. The essence of the process approach to enterprise management**

Fundamentals of M. Porter's theory of competitiveness. Value chain concept. Classification of enterprise activities. The concept of process. Process properties. Process as an object of management. Classification of processes.

The essence of the process approach to enterprise management. Process approach in ISO 9001 standards. The expediency of implementing process management in the enterprise. Goals and objectives of process management. Stages of process management.

## **Content module 2. Process management tools**

### **Topic 3. Modeling of enterprise processes**

Approaches to the identification of enterprise processes. Methods of process identification. Process model. Methods of process modeling. Components of process models. Principles and techniques of process modeling. Reference models of processes. Review of process modeling methodologies.

### **Topic 4. Control of enterprise processes**

Principles of process measurement. Process measurement procedure. Key Performance Indicators (KPI). Logic of KPI system formation for process measurement. Assessment of the strategic importance of processes and the priority of their improvement based on critical success factors. Process analysis: procedure and tools.

### **Topic 5. Improving of enterprise processes**

Development and improvement of enterprise processes. Basic approaches to process improvement. Continuous improvement of processes. PDCA cycle. Advantages and disadvantages of continuous process improvement. The essence, distinctive features and methods of "breakthrough" process improvement. Process Maturity Model. Processes adaptation to martial law conditions.

The list of practical studies is given in the table 2.

Table 2

**The list of practical studies**

Topic and / or task	Content
Topic 1. Task 1	Practical work on the topic "Developing a process model of the enterprise"
Topic 2–3. Task 2	Practical work on the topic " Developing a business process model using functional modeling (IDEF0)"
Topic 2–3. Task 3	Practical work on the topic "Business process modeling in eEPC notation"
Topic 4. Task 4	Practical work on the topic "Development of a list of KPI for a business process"
Topic 5. Task 5	Practical work on the topic "Improving the business process"

The list of self-studies in the course is given in table 3.

Table 3

### List of self-studies

Name of the topic and/or task	Content
Topic 1 – 5	Search, selection and review of literary sources on a given topic
Topic 1 – 5	Drawing up a report on practical work
Topic 3 – 5	Preparation for written tests
Topic 1 – 5	Presentation of preparation

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

### TEACHING METHODS

Achieving the expected learning outcomes is facilitated by the use of the following teaching and learning methods: discussions (topic 5), modeling of the business situations (topics 3 – 5); presentations (all topics); case method (topic1 and 5), set of individual competency-oriented works (topics 3 – 5).

### 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 grading: maximum amount is 100 points; minimum amount required is 60 points.

**The final control** includes current control and assessment of the student.

**Semester control** is carried out in the form of grading.

**The final grade in the course** is determined: for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

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

tasks by topic (2 blocks of tasks for 10 points each), written control work (30 points), defense of an individual task (50 points).

More detailed information about the evaluation system is given in the work plan (technological map) for the course.

### RECOMMENDED LITERATURE

#### Main

1. Business Process Management Common Body of Knowledge / Ed. by C. Moore. Association of Business Process Management Professionals. URL: [https://www.academia.edu/12129515/Guide\\_to\\_the\\_Business\\_Process\\_Management\\_Common\\_Body\\_of\\_Knowledge\\_BPM\\_CBOK](https://www.academia.edu/12129515/Guide_to_the_Business_Process_Management_Common_Body_of_Knowledge_BPM_CBOK).
2. Panagacos T. The Ultimate Guide to Business Process Management: Everything you need to know and how to apply it to your organization / Theodore Panagacos. – KDP Print, 2012. – 166 p.
3. Six Sigma + Lean Toolset: Executing Improvement Projects Successfully / Ed. by Stephan Lunau; Translated by Astrid Schmitz. Berlin: Springer-Verlag, 2008. 315 (VIII) p.
4. Лепейко Т. І. Реінжиніринг бізнес-процесів : навч. посіб. у схемах і таблицях / Т. І. Лепейко, А. В. Котлик. – Харків : Вид. ХНЕУ, 2009. – 80 с.
5. Менеджмент [Електронний ресурс]: навч.-практ. посіб. для самостійного вивчення дисципліни у схем., табл., тестах та завданнях / М. В. Афанасьєв, І. Я. Іпполітова, В. В. Ушкальов, І. Г. Муренець. – Харків : ХНЕУ ім. С. Кузнеця, 2021. – 391 с. – Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/26540>

#### **Additional**

6. Пономаренко В. С. Теорія та практика моделювання бізнес-процесів : монографія / В. С. Пономаренко, С. В. Мінухін, С. В. Знахур. – Харків : ХНЕУ, 2013. – 243 с. URL: <http://www.repository.hneu.edu.ua/jspui/handle/123456789/6820>
7. Лепейко Т. І. Процесний підхід до управління конкурентоспроможністю підприємства : монографія / Т. І. Лепейко, А. В. Котлик. – Харків : Вид. ХНЕУ, 2012. – 316 с. - Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/35299>
8. Котлик А. В., Гресь Г. О. Підхід до розробки комплексу ключових показників оцінки ефективності діяльності приватних медичних закладів її його інтеграції з системою мотивації. Науковий вісник Ужгородського національного університету. Серія: Міжнародні економічні відносини та світове господарство. 2022. Випуск 43. С. 82–88. URL: <http://www.repository.hneu.edu.ua/handle/123456789/28516>
9. Котлик А. В. Побудова системи показників для оцінки конкурентоспроможності бізнес-процесів підприємства / А. В. Котлик // Управління розвитком : зб. наук. робіт. – Х. : Вид. ХНЕУ, 2011. – № 21 (118). – С. 30 – 32.
10. Котлик А. В. Цілеорієнтований підхід до ідентифікації бізнес-процесів підприємства / А. В. Котлик // Бізнес Інформ. – 2013. – № 2. – С. 193 – 196.
11. Лепейко Т. І. Реінжиніринг бізнес-процесів : навч. посіб. у схемах і таблицях / Т. І. Лепейко, А. В. Котлик. – Харків : Вид. ХНЕУ, 2009. – 80 с.
12. Менеджмент [Електронний ресурс]: навч.-практ. посіб. для самостійного вивчення дисципліни у схем., табл., тестах та завданнях / М. В. Афанасьєв, І. Я. Іпполітова, В. В. Ушкальов, І. Г. Муренець. – Харків : ХНЕУ ім. С. Кузнеця, 2021. – 391 с. – Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/26540>



13. Моделювання бізнес-процесів у фінансовій сфері [Електронний ресурс] / уклад. С. В. Лелюк; Харківський національний економічний університет ім. С. Кузнеця. — Електрон. текстові дан. (7,12 МБ). — Харків : ХНЕУ ім. С. Кузнеця, 2023. — 44 с. URL: <http://repository.hneu.edu.ua/bitstream/123456789/29439/1/2023-%D0%9B%D0%B5%D0%BB%D1%8E%D0%BA%20%D0%A1%20%D0%92.pdf>
14. Петренко О. О., Котлик А. В. Сертифікація персоналу як складова бізнес-процесу розвитку працівників. Український журнал прикладної економіки та техніки. Західноукраїнський національний університет. - 2024, №2. – С. 103-106. URL: <http://repository.hneu.edu.ua/handle/123456789/32870>.
15. Kotlyk A. V., Gres G. O. Securing business flexibility in conditions of war in Ukraine = Забезпечення гнучкості бізнесу в умовах війни в Україні // MODELING THE DEVELOPMENT OF THE ECONOMIC SYSTEMS. – 2022. – №3. – Р. 20–24. – Режим доступу: <https://mdes.khmnu.edu.ua/index.php/mdes/article/view/77/63>.  
<https://doi.org/10.31891/mdes/2022-5-2>
16. Van der Aalst W. M. P., La Rosa M., Santoro F. M. Business process management: Don't forget to improve the process! Business & Information Systems Engineering. 2016. Vol. 58(1). P. 1–6. URL: <https://doi.org/10.1007/s12599-015-0409-x>
17. Gadatsch A. Business Process Management. Analysis, Modelling, Optimisation and Controlling of Processes. Springer Wiesbaden, 2023. URL: <https://link.springer.com/book/10.1007/978-3-658-41584-6>.

### **Information resources**

18. Електронний каталог Національної бібліотеки України імені В. І. Вернадського. – Режим доступу: [www.nbuv.gov.ua](http://www.nbuv.gov.ua).
19. Електронний каталог Харківської державної наукової бібліотеки імені В. Г. Короленка. – Режим доступу: <http://korolenko.kharkov.com>.
20. Інтернет портал для управлінців [Електронний ресурс]. – Режим доступу : <http://www.management.com.ua/>.
21. Business Process Model and Notation [Electronic resource]. – Access mode : <http://www.bpmn.org>.
22. IDEF, Integration DEFinition methods [Electronic resource]. – Access mode : <http://www.idef.com>.