

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

**ЗАТВЕРДЖЕНО**

на засіданні кафедри  
менеджменту, логістики та інновацій  
Протокол № 22 від 22.08.2025 р.

**ПОГОДЖЕНО**

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

**МЕНЕДЖМЕНТ ВИРОБНИЦТВА ТОВАРІВ ТА ПОСЛУГ  
робоча програма навчальної дисципліни (РПНД)**

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

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

Розробник:  
к.е.н., доцент

Тетяна СІГАСВА

Завідувач кафедри  
менеджменту, логістики та  
інновацій

Олена ЯСТРЕМСЬКА

Харків  
2025

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

**APPROVED**

at the meeting of the department  
management, logistics and innovation  
Protocol No. 22 of 22.08.2025

**AGREED**

Vice-rector for educational and methodical work



Karina NEMASHKALO

**PRODUCTION AND SERVICE MANAGEMENT  
Program of the course**

Field of knowledge **all**  
Specialty **all**  
Study cycle **first (bachelor)**  
Study programme **all**

Course status **elective**  
Language **English**

Developers:  
PhD in Economics, Associate  
Professor

Tetiana SIGAIEVA

Head of the department of  
management, logistics and  
innovation

Olena IASTREMSKA

## INTRODUCTION

Production and service management has been a key element in the improvement in productivity in businesses around the world. Creating a competitive advantage through operations requires an understanding of how the operations function contributes to productivity growth. Organization of the enterprise represents any productive process as in production and in service areas. Production and service management aims to provide efficient and rational organization of this activity. If the operational functions are carried out efficiently, the organization can never succeed. Qualitative development of management can improve the balance of enterprise (organization), its flexibility to be consistently competitive. Therefore, the study of theory and practice of production and service management is always relevant in Ukraine as for industrial enterprises and enterprises that provide services.

**Purpose of the course** – formation of competence in the peculiarities of managing the activities of organizations of production and non-production spheres, as well as mastering the principles and methods of rational organization, planning and control of the enterprise system, acquiring skills and abilities to perform calculations related to the justification of decisions to support the established mode of operation and development of the enterprise system.

**The object** of the course is the management of the organization of production and non-production spheres of the enterprise.

**The subject** of the course is the principles of planning, development and efficient use of production resources of the organization (enterprise) system in market conditions.

**The objectives of the course are:**

to provide students with theoretical knowledge of production and service management as a key element of enterprise competitiveness;

to form an understanding of the principles, methods, and functions of managing production and non-production systems;

to develop practical skills in planning, organizing, controlling, and improving operational activities of enterprises;

to master methods of rational use of production resources under market conditions;

to develop the ability to justify managerial decisions aimed at increasing productivity, efficiency, flexibility, and sustainable development of enterprises.

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   |
|--|--|
| Ability to develop a specific operating system of the organization<br>Ability to create the operating strategy of the organization<br>Ability to evaluate the effectiveness of the operating system<br>Ability to use the tools of creation and reconstruction of production units<br>Ability to count calendar and plan specifications for different types of operating systems<br>Ability to use project management techniques in specific contexts<br>Ability to organize marketing innovation activities | Essence of production and service management and its components as one of the main functions of effective management of the organization<br>Skills to develop bases and categorical devices of management<br>Experience of analysis of forms of organization of the production process<br>Experience in analyzing forms of organization of the production process<br>Habits of assessing the methods of the current functioning of the operating system<br>Identification of forms of organization of the production process<br>Analysis bases of quality management and performance management operations |

## COURSE CONTENT

### Content module 1. Operations strategy and management change

#### Topic 1. Introduction to the field.

What is production and service management? Transformation processes. Differences between services and goods. Production and service management in the organizational chart.

Historical development of production and service management. . Manufacturing strategy paradigm. Service quality and productivity. Total quality management and quality certification. Business process reengineering. Supply chain management. Electronic commerce. Current issues in production and service management.

#### Topic 2. Operations Strategy and Competitiveness.

Operations competitive dimension. Order winners and qualifiers. The marketing-operations link. The corporate strategy. Design process. Decision tree. The financial perspective. The customer perspective. The internal perspective. The learning and growth perspective. Strategic fit. Fitting operational activities to strategy. Developing a manufacturing strategy. Operations strategy in services .

#### Topic 3. Project management

Structuring projects. Pure project. Functional project. Matrix project. Work breakdown structure.

Network-planning models. Time–cost models. Managing resources. The product development process. Economic analysis of product development projects. Sensitivity analysis to understand project trade-offs. Design for the customer. Quality function deployment. Designing products for manufacture and assembly. Measuring product development performance. Types of production.

#### Topic 4. Process analysis

Process flowcharting. Types of processes. Measuring process performance. Process analysis examples. Process throughput time reduction. Process selection. Types of processes. Process flow structures. Product-process matrix. Specific process equipment selection. Manufacturing process flow design. Calculation ROI.

#### **Topic 5. Service process selection and design**

An operational classification of services. Designing service organizations. Service strategy: Focus and advantage. Three contrasting the production-line approach. The self-service approach. The personal-attention approaches. Applying behavioral science to service encounters. New service development process. Total quality management. Quality specification and quality costs. Developing quality specifications. Cost of quality. Six-sigma Quality. ISO 90 certification. Calculation MRP.

### **Content module 2. Supply Chain Design**

#### **Topic 6. Supply chain strategy.**

Measuring supply chain performance. Supply chain design strategy. Outsourcing. Design for logistics. Value density . Global sourcing. Mass customization. Calculation ERP.

#### **Topic 7. Strategic capacity management**

Capacity planning concepts. Economies and diseconomies of scale. The experience curve. Where economies of scale meet the experience curve. Capacity focus. Capacity flexibility. Capacity planning. Considerations in adding capacity. Determining capacity requirements. Using decision trees to evaluate capacity alternatives. Capacity planning in service versus manufacturing. Decision-making in situational tasks.

#### **Topic 8. Lean production**

The Toyota production system. Business plan. Elimination of waste. Respect for people. Lean implementation requirements. Lean layouts and design flows. Lean applications for line flows. Lean applications for job shops. A stable schedule. Work with suppliers.

#### **Topic 9. Operations Consulting and Reengineering**

The nature of the management consulting industry. Economics of consulting firms. When operations consulting is needed. The operations consulting process. Operations consulting tool. Principles of reengineering. Presentation of the business plan.

#### **Topic 10. Aggregate sales and operations planning**

Overview of sales and operations planning activities. The aggregate operations plan. Production planning environment. Relevant costs. Aggregate planning techniques.

The list of practical (seminar) / laboratory studies in the course is given in table 2.

Table 2

**The list of practical (seminar) / laboratory studies**

| Name of the topic and/or task | Content  |
|-------------------------------|--|
| Topic 1. Task 1.              | Presentation on the history of the development of the discipline |
| Topic 2.Task 2.               | Calculate the tasks using a decision tree                        |
| Topic 3. Task3                | Presentation on the topic of types of production                 |
| Topic 4. Task 4               | Calculate the tasks of ROI calculation                           |
| Topic 5. Task 5               | Calculate the tasks on the topic of MRP                          |
| Topic 6. Task 6               | Calculate the tasks on the topic of ERP                          |
| Topic 7. Task 7               | Decision-making in situational tasks                             |
| Topic 8. Task 8               | Business plan preparation  |
| Topic 9. Task 9               | Presentation of the business plan                                |
| Topic 10. Task 10             | Calculate the tasks on the topic of aggregate planning           |

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                       | Learning new material: reading and taking notes of literary sources of information; watching videos; listening to audio lectures on the topic of characteristics of production and service management   |
| Topic 2                       | Learning the material using elements of creativity: solving non-standard tasks; performing calculation and graphic works; participating in business games and analyzing problem situations on the topic of production and service management. Building a diagram of the decision tree |
| Topic 3                       | Improvement of theoretical knowledge and practical skills on the topic types of production  |
| Topic 4                       | Deeper learning of the material: preparation for tests, practical, colloquia, seminars; performing typical tasks on the topic of calculating ROI  |
| Topic 5                       | Learning new material: reading and taking notes on literary sources of information; watching videos; listening to audio lectures on the topic of calculating MRP  |
| Topic 6                       | Learning new material: reading and taking notes of literary sources of information; watching videos; listening to audio lectures characteristics of ERP   |
| Topic 7                       | Learning new material: reading and taking notes of literary sources of information; watching videos; listening to audio lectures on the topic strategic capacity management   |
| Topic 8                       | Deeper learning of the material: preparation for tests, practical, colloquia, seminars; performing typical tasks on the topic lean production   |
| Topic 9                       | Improving theoretical knowledge and practical skills on the topic operations consulting and reengineering   |
| Topic 10                      | Improving theoretical knowledge and practical skills on the topic of calculating tasks using knowledge on aggregate planning  |

The number of hours of 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, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Verbal (lecture (Topic 1, Topic 3, Topic 4, Topic 5, Topic 6, Topic 7, Topic 9, Topic 10), problem lecture (Topic 2, Topic 8), lecture-provocation (Topic 6).

Visual (demonstration (All topics in the course).

Practical (practical work (All topics in the course), presentation (Topic 1, Topic 3, Topic 9), case method (Topic 7).

## 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 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 a semester exam or 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:

Current control: competence-oriented tasks on topics (60 points), presentation (20 points), final control work (20 points).

Semester control: Grading

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

## 1. RECOMMENDED LITERATURE

### Main

1. Веретенникова Г. Б. Планування та організація діяльності підприємства [Електронний ресурс]: навч. посіб. / Г. Б. Веретенникова, В. В. Томах, І. М. Геращенко ; Харківський національний економічний університет ім. С. Кузнеця. - Харків : ХНЕУ ім. С. Кузнеця, 2020. – 209 с. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/20036>

2. Виробничий менеджмент. Навчально-методичний комплекс дисципліни

[Електронний ресурс] : навчальний посібник для здобувачів освітнього ступеня бакалавр, які навчаються за спеціальністю 073 «Менеджмент», освітньою програмою «Менеджмент і бізнес-адміністрування» / КПІ ім. Ігоря Сікорського; уклад.: Т. А. Коцко. – Київ : КПІ ім. Ігоря Сікорського, 2024. – 60 с. – Режим доступу: <https://ela.kpi.ua/handle/123456789/68086>

### **Additional**

3. Hlushko O. Management of the diversification of a trading company's activities / O. Hlushko // *Управління розвитком*. – 2024. – Т. 23, № 1. – С. 19 – 26. – Access mode: <https://repository.hneu.edu.ua/handle/123456789/35845>

4. Pysmak V. O. Innovative development of the management potential at a modern enterprise / V. O. Pysmak, L. O. Mazhnyk, T. Sigaieva // *Economy of Development*. – 2021. – Volume 20. – Issue 1. – P. 46 – 55. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/27163>

5. Savytska N. Analytical tools for evaluating customer experience in the context of marketing management of service companies / N. Savytska, T. Shtal, L. Piddubna and other // *International Journal of Customer Relationship Marketing and Management*. – 2024. – Volume 11. - No.3. – p. 112 – 124. – Access mode: <https://repository.hneu.edu.ua/handle/123456789/35016>

6. Sigaieva Tetiana Modern concepts of wok organization in virtual enterprises as a direction of development of operation strategy / T. Sigaieva // *Проблеми і перспективи розвитку підприємств*. – 2017. – №4 (19.) – С. 141 – 146. – Access mode: <http://repository.hneu.edu.ua/bitstream/123456789/19707/1/Modern.pdf>

### **Information resources**

7. PRODUCTION AND SERVICE MANAGEMENT S. Kuznets KhNUE Personal Learning Systems . [Electronic resource]. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=12269>