

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

"ЗАТВЕРДЖУЮ"

Заступник керівника
(проректор з науково-педагогічної роботи)

Микола АФАНАСЬЄВ

Contemporary management tools

робоча програма навчальної дисципліни

Галузь знань	<i>Vci</i>
Спеціальність	<i>Vci</i>
Освітній рівень	<i>Перший (бакалаврський)</i>
Освітня програма	<i>Vci</i>

Статус дисципліни	<i>вибіркова</i>
Мова викладання, навчання та оцінювання	<i>Англійська</i>

Завідувач кафедри <i>Менеджменту та бізнесу</i>	<i>підпис</i>	<i>Тетяна ЛЕПЕЙКО</i>
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Харків
2020

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

"APPROVED"

Head deputy
(vice-rector of scientific and pedagogical work)

Mykola AFANASYEV

Contemporary management tools

syllabus of the educational discipline

Branch of knowledge	<i>All</i>
Specialty	<i>All</i>
Educational level	<i>First (bachelor)</i>
Educational program	<i>All</i>

Type of discipline	<i>selective</i>
Language of teaching, learning and evaluating	<i>English</i>

Head of the Department of
Management and Business

signature

Tetyana LEPEYKO

Kharkiv
2020

APPROVED

at the meeting of the Department of *Management and Business*
Protocol № 2 dated 27.08.2020

Developer (s):

Kanova O.A., senior lecturer of the Management and Business Department

**Letter of renewal and re-approval
of the syllabus of the educational discipline**

Academic year	Date of the meeting of the department - the developer of syllabus	№ of protocol	Signature of the Head of Department

Annotation of the educational discipline

The study of modern conceptual models of doing business and business management has been the subject of many recent studies. 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 to start gaining such experience and skills as early as possible. To do this, it is highly important to use contemporary management tools.

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

Characteristic of the educational discipline

Course	2
Semester	4
Number of credits ECTS	5
Form of final assessment	Pass

Structural and logical scheme of studying the discipline

Prerequisites	Postrequisites
Management	Startup projects management

Competence and learning outcomes of the discipline

Competences	Learning outcomes
Ability to understand the basic principles of the business ecosystem	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 work effectively in a team	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 a business model	Possession of tools for formation and validation of business model.
Ability to create a product	Understanding the concept of MVP. Knowledge of basic principles of UI / UX design, customer journey map.
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.

Syllabus of the educational discipline

Content module 1. Search for business model, problem-solving tools.

Theme 1. Business ecosystem.

Theme 2. Design Thinking.

Theme 3. Contemporary business models.

Theme 4. Business Model Canvas.

Content module 2. Business model validation management tools.

Theme 5. Team management tools.

Theme 6. Minimum viable product.

Theme 7. Management tools for the market evaluation and marketing.

Theme 8. Basics of investment and finance in business

The list of practical (seminar) classes, as well as questions and tasks for independent work is given in the table "Rating-plan of the discipline".

Teaching and learning methods

In order to enhance the learning of the academic discipline the following methods are used: Mini-lectures providing educational material in a short period of time and characterized by large capacity, complexity of logical constructions, images, proofs and generalizations. Problem lectures making one of the most important elements of problem-based teaching of students. Along with the consideration of tenets contained in the main lectures, they include examination of a range of problem issues of controversial nature that have not been researched and have relevance to theory and practice. Problem lectures imply reasoning of the material that is taught. They contribute to the formation of students' independent creative thinking and acquisition of cognitive skills. The students are participants in scientific research and solve problem situations. Work in small groups enabling students to structure practical studies and seminars in the form and content; creating opportunities for participation of each student in the class work; ensuring the formation of personal skills and experience in social interaction. Brainstorming which is a method for solving urgent problems, when students are offered to express as many ideas for discussion as possible in a very limited period of time with their further selection. The case method implying the analysis of specific situations, imitating the actual professional practice through consideration of operational, managerial and other situations, complex cases of conflict, problem situations, incidents in the process of learning the material. Presentations which mean speaking to an audience to represent certain advances, group work results, reports on individual tasks, instructions, demonstrations of new products and services. Seminar-discussions involving exchange of ideas and views of participants on the topics, aiming to develop thinking and help form looks and beliefs, develop the ability to formulate thoughts and express them. Brainstorming which is a method of solving urgent problems, the essence of which is to give the largest possible number of ideas in a very limited time to discuss and make their selection. Visual support that help to enhance the creative perception of the content of the academic discipline by using visual aids.

Procedure for assessment

S. Kuznets KNEU uses a cumulative (100-point) evaluation system.

A student should be considered certified if the sum of the points obtained from the results of the current and final control over the semester is equal or exceeds 60.

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

developed competencies of students takes into account the types of occupations, which according to the curriculum include lectures, seminars, practical classes, as well as independent work.

Practical (seminar) classes: understanding, degree of assimilation of the theory and methodology of the problems under consideration; the degree of assimilation of the actual material of the discipline; acquaintance with the recommended literature, as well as contemporary literature on the issues under consideration; the ability to combine theory with practice when considering production situations, solving tasks, performing calculations in the process of performing individual tasks and tasks submitted for consideration in an audience; logic, structure, style of presentation of the material in written works and speeches in the audience, ability to substantiate their position, to generalize information and to draw conclusions; structural and logical correctness of individual and final control work; ability to conduct critical and independent evaluation of certain problem issues; the ability to explain alternative views and the presence of their own point of view, position on a particular problem issue; application of analytical approaches; quality and clarity of reasoning; logic, structuring and substantiation of conclusions about a specific problem; independence of performance; literacy of presentation of the material; use of comparison methods, generalization of concepts and phenomena; job design.

Independent work: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge on specific topics, the ability to make informed conclusions, the possession of categorical apparatus, skills and techniques for performing practical tasks, the ability to find the necessary information, carry out its systematization and processing, self-realization on practical classes.

Current control carried out during the semester during lectures, practical, seminar classes and is estimated by the sum of the points scored (maximum amount – 100 points);

Final control: final / semester control, conducted in the form of final control work aims at an integrated assessment of the student's learning outcomes after studying the material from the logically completed part of the discipline content module (the maximum amount is 20 points).

The final mark is calculated as a sum of all points earned during lectures, practical, seminar classes and independent work. Maximum amount is 100 points. A student should be considered certified if the sum of the points obtained from the results of the current and final control over the semester is equal or exceeds 60.

The final grade is set according to the scale given in the table "Grade scale: national and ECTS".

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

Grade scale: national and ECTS

The amount of points for all types of educational activities	ECTS Rating	Score on a national scale	
		for exam, course project (work), practice	For pass
90 – 100	A	Excellent	Credited
82 – 89	B	Good	
74 – 81	C		
64 – 73	D		
60 – 63	E	Satisfied	Not credited
35 – 59	FX	Unsatisfied	

Rating plan of the discipline

Theme	Forms and types of learning	Forms of evaluation	Max point
T	<i>Classroom work</i>		

	Lecture	Lecture on theme 1. Business ecosystem.	Work at lecture	1
	Practical class	Practical task on theme Business ecosystem.	Active participation in practical tasks	1
	<i>Independent work</i>			
	Questions and tasks for independent study	An essay on the history of the selected business with an indication of interaction with various elements of the ecosystem. Search, selection and review of literary sources on a given topic	Checking homework	1
Theme 2.	<i>Classroom work</i>			
	Lecture	Lecture on theme 2. Design Thinking.	Work at lecture	2
	Practical class	Practical task on theme Design Thinking.	Active participation in practical tasks	2
	<i>Independent work</i>			
	Questions and tasks for independent study	Problem analysis, empathy and problem confirmation. Search, selection and review of literary sources on a given topic	Checking homework	2
Theme 3	<i>Classroom work</i>			
	Lecture	Lecture on theme 3. Contemporary business models.	Work at lecture	2
	Practical class	Practical task on theme Contemporary business models.	Active participation in practical tasks	2
	<i>Independent work</i>			
	Questions and tasks for independent study опрацювання	An essay on the preferred business model. Search, selection and review of literary sources on a given topic	Checking homework	2
Theme 4	<i>Classroom work</i>			
	Lecture	Lecture on theme 4. Business Model Canvas.	Work at lecture	2
	Practical class	Practical task on theme Business Model Canvas.	Active participation in practical tasks	2
		Express test		10
	<i>Independent work</i>			
	Questions and tasks for independent study опрацювання	Developing blocks for the own business model canvas. Search, selection and review of	Checking homework	2

		literary sources on a given topic		
Theme 5	<i>Classroom work</i>			
	Lecture	Lecture on theme 5. Team management tools.	Work at lecture	2
	Practical class	Practical task on theme Team management tools.	Active participation in practical tasks	2
	<i>Independent work</i>			
Questions and tasks for independent study опрацювання	Assessment of the chosen team on the provided tools. Search, selection and review of literary sources on a given topic	Checking homework	2	
Theme 6	<i>Classroom work</i>			
	Lecture	Lecture on theme 6. Minimum viable product.	Work at lecture	2
	Practical class	Practical task on theme Minimum viable product.	Active participation in practical tasks	2
	<i>Independent work</i>			
Questions and tasks for independent study опрацювання	Develop MVP, provide a description. Search, selection and review of literary sources on a given topic	Checking homework	2	
Theme 7	<i>Classroom work</i>			
	Lecture	Lecture on theme 7. Management tools for the market evaluation and marketing.	Work at lecture	2
	Practical class	Practical task on theme Management tools for the market evaluation and marketing.	Active participation in practical tasks	2
	<i>Independent work</i>			
Questions and tasks for independent study опрацювання	Market evaluation and competitors comparison. Search, selection and review of literary sources on a given topic	Checking homework	2	
Theme 8	<i>Classroom work</i>			
	Lecture	Lecture on theme 8. Basics of investment and finance in business.	Work at lecture	2
	Practical class	Practical task on theme Management tools for the market evaluation and marketing.	Active participation in practical tasks	2
		Presentation		20
	Written test		25	
<i>Independent work</i>				

	Questions and tasks for independent study опрацювання	Search for the potential investors. Search, selection and review of literary sources on a given topic	Checking homework	2
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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. Афанасьев М. В. Управління проектами: навч.-метод. посіб. / Харківський національний економічний університет.–Х. : ІНЖЕК, 2007.–271 с.
5. Верещагіна Г. В. Управління інноваційними проектами: конспект лекцій / Г.В.Верещагіна.–Х. : ХНЕУ, 2010.–127 с.
6. Гринева В. Н. Бизнес-план производственного предприятия: комплексная технология разработки: учеб. пособие / В. Н. Гринева.–Х. : ИНЖЭК, 2007. – 119 с.
7. Асаул А. Н. Организация предпринимательской деятельности [Текст] = The organization of business activity : учебник / под ред. А.Н. Асаула.–СПб. : Гуманистика, 2004. – 447 с.
8. Кавасаки Г. Стартап: 11 мастер-классов от экс-евангелиста Apple и самогoderзкого венчурного капиталиста Кремниевой долины / ГайКавасаки.–М.: ООО«Юнайтед Пресс», 2010.–212 с.
9. Кэтлин К. Управление стартапом. Как руководить компанией на разных этапах/ Кэтрин Кэтлин, Джейна Мэтьюз.–М.: Манн, Иванов и Фербер, 2011.–173 с.

Informational Resources

<https://business.dii.gov.ua> – Online Platform for entrepreneurs