

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

"APPROVED"

Deputy Rector
(vice-rector for scientific and pedagogical work)

Volodymyr YERMACHENKO

Managing the development

syllabus of the educational discipline

Field of knowledge	<i>all</i>
Specialty	<i>all</i>
Level of education	<i>third (educational and scientific)</i>
Educational programs	<i>all</i>
Discipline status	<i>selective</i>
Language of instruction, teaching and assessment	<i>English</i>

Head of Department
Management and Business Department

Tetyana LEPEYKO

Kharkiv
2022

APPROVED

at the meeting of the *Management and Business department*
Protocol № 11 of March 30, 2022.

Compiled by:

O. Pushkar, Professor of Management and Business department

**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

Abstract of the educational discipline

The discipline is necessary for the study of theoretical concepts and methodologies of managing the development of enterprises and organizations, approaches and criteria for determining and justifying the choice of development programs in a changing environment. The main tasks of studying the discipline "Managing the development" are to study the theoretical foundations of development management; analysis and use of methodological approaches to manage the development; study of the principles of construction and further functioning of the system of managing the development; study of methods of construction and further functioning of the system of managing the development; study of methods of construction and further functioning of the system of managing the development.

Purpose of the discipline: to present the necessary theoretical framework, methodological approaches and practical knowledge of the principles, techniques and methods of construction and subsequent operation of management systems providing the development of companies and organizations.

Characteristics of the educational discipline

Course	2A
Semester	3
Quantity of credits ECTS	5
Final control	Pass

Structural and logical scheme of studying the discipline

Prerequisites	Postrequisites
Modern theories of organization	Process management
Philosophy of science	
Methodology and organizing of the scientific researches	
Organizational behavior	

Competence and learning outcomes of the discipline

Competence	Learning outcomes
Ability to detect and formulate the enterprise problems, evaluate the resource potential and choose and justify development areas	substantiation of enterprise problems, methods of resource potential assessment and developing ways to develop it
Ability to analyze the factors that encourage change and choose of appropriate enterprise's development tools	ability to analyze the factors of change and choose the right tools of enterprise development
Ability to analyze the influence the factors of information economy on characteristics of economic processes and choose and justify the management principles of development	ability to identify factors of the information economy and their application during enterprise development
Ability to justify necessary for enterprise development areas, type of development and form of change	ability to substantiate and choose the development areas, type of development and forms of changes for the enterprise based on the analysis of various types of enterprise resources (financial, information, labor)

Syllabus of the educational discipline

Content module 1. Methodological bases of managing the development

Theme 1. Managing the business development 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 business 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 business 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 business 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 business 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).

Theme 6. Strategy of an organization development

The structure of the subject area of formation and implementation of development strategy. Methodological approaches to the synthesis of the management system of the enterprise strategic development. Strategic development management technology. Principles of strategic development management. Organizational and economic mechanism of the enterprise strategic development.

Content module 2. Forms and types of enterprise development, conditions for their use

Theme 7. Managing the development based on innovation

The concept of innovation and innovative development. Classification of innovations, innovation processes. Innovation cycle. Economic prerequisites for managing the innovative development of

the enterprise in an unstable environment. Mechanisms of innovative development of Ukrainian enterprises. Sources of innovation ideas. The main tasks of innovative development. Stages of the innovation process. Procedure for choosing an innovation strategy. Strategic combinations in the market-product ratio. Features of decision making in the innovation management.

Theme 8. Organization development based on strategic partnerships

Forms of group association of enterprises. Classification of integration groups. Prerequisites for creating business associations. Comparative analysis of the integration of different spheres of economic activity and different forms of business associations. Strategic alliances. An approach to analyzing the strengths and weaknesses of the alliance. Inter-organizational networks. Enterprise as a network of transactions. Characteristics of bureaucratic and network forms of enterprise integration. Construction of integrated management systems. Objects of integration management of a group of enterprises. Features of the organization function in these systems. Specific principles of integration management of a group of enterprises. The sequence of formation of these systems.

Theme 9. Organization development based on restructuring

Enterprise restructuring - definition. Basic aspects of enterprise restructuring. Modern view on enterprise restructuring. Restructuring mechanisms. The results of the analysis of successful examples of foreign companies' transformation. Examples of transformations in Ukraine.

Theme 10. Mechanisms of personnel development at an enterprise

Enterprise personnel development - definition. Aspects of personnel development. Structural aspect of personnel development. Examples of management actions for personnel development. Cultural and value aspect of personnel development. Professional and competence aspect. General model of personnel training and development. The structure of the training program. Methods of calculating the program of professional development of personnel. Behavioral aspect of personnel development. Management aspect - training of teamwork skills. Information aspect of personnel development.

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

Teaching and learning methods

Achieving the expected learning outcomes is facilitated by the use of the following teaching and learning methods: discussions (themes 1 – 10), work in small groups (themes 1 – 10), modeling of the business situations (themes 6 – 10); illustrations (themes 1 – 10); presentation of research results (themes 5 and 6), set of individual (themes 1 – 10) and group (themes 6 – 10) works.

Assessment system of learning outcomes

The system of assessment of the developed competencies takes into account the types of lessons, which, according to the syllabus, include lectures, practical, seminar classes, and independent training. Assessment of the developed competencies is carried out using a 100-point accumulation system.

Control measures include:

current control, during the semester during lectures, practical, seminar classes and is estimated by the amount of points scored (maximal – 60 points);

modular control, in the form of a written test on the initiative of the teacher for the relevant content module and aims at integrated assessment of student learning outcomes after studying the material from the logically completed part of the discipline – content module (maximal – 20 points);

final control, conducted in the form of a test as the total number of points in the discipline (maximum – 100 points), is defined as the sum of points for student performance in the current control, including written tests (modular and final (maximal score – 20 points)). Scores obtained for written tests are added to the scores for current performance. The test is set based on the results of the student's work throughout the semester.

Current control includes assessment of applicant knowledge during lectures, practical classes and individual tasks and is carried out according to the following criteria:

lectures – understanding, degree of mastering the theory and methodology of the problems considered during the discussion of topical issues, the level of activity in discussions (maximal score – 2 points depending on the level of applicant activity (10 lectures during the semester));

practical (seminar) classes – the degree of mastering the actual material of the discipline; acquaintance with the recommended literature, and also with the modern literature on the considered questions (it is estimated to 2 points for each practical class depending on level of activity of the applicant (10 practical classes during a semester));

defense of practical tasks on topics – the ability to combine theory with practice when considering situations; logic, structure, style of presentation of the material in the audience, the ability to justify their position (maximum score – 5 points (mandatory performance of four practical tasks during the semester)),

written test – the degree of mastering the actual material of the content module; logic, structure of material presentation; the presence of their own point of view, position on a particular issue. Ability to substantiate it; quality and clarity of reasoning (maximum score that an applicant can receive – 20 points (one test during the semester));

individual scientific research task defense – the ability to generalize information and draw conclusions; ability to conduct critical and independent assessment of certain problematic issues; the ability to explain alternative views and the presence of their own point of view, position on a particular issue; logic, structuring and validity of conclusions on a specific problem; literacy of material submission (maximum score – 20 points).

Independent training includes:

1) study of theoretical material from the previous lecture before each further lecture. It is estimated at 2 points for each lesson (10 during the semester) according to the following criteria: depth and strength of knowledge; level of thinking; ability to systematize knowledge on individual topics; ability to draw sound conclusions; possession of a categorical apparatus;

2) collection, generalization, processing of information necessary for active work in practical classes. It is estimated at 2 points for each lesson (10 during the semester) according to the following criteria: skills and techniques of practical tasks; ability to find the necessary information; to carry out its systematization and processing; self-realization in practical and seminar classes.

Final control of applicants' knowledge and competencies in the discipline – is a test of applicant understanding of the program as a whole, the relationship between individual sections, the ability to use accumulated knowledge, the ability to formulate their attitude to the problems of the discipline. It covers the program of the discipline and involves determining the degree of mastery of competencies by applicants, diagnosis of the level of their theoretical training. The maximum grade that a student can receive is 40 points (one written test during the semester and one individual scientific research task).

The pass is based on the results of the applicant's work during the semester as a general assessment of the discipline, as the accumulation of points, in particular, for active participation in lectures, practical tasks, homework, points for tests, as well as for independent work of the applicant.

The final score in the discipline is calculated on the basis of the points obtained during the exam 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.

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 educational discipline".

The assessment scale: national and ECTS

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale	
		for exam, course project (work), practice, training	for pass
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C	satisfactory	
64 – 73	D		
60 – 63	E	unsatisfactory	not passed
35 – 59	FX		

Rating-plan of the educational discipline

Theme	Forms and types of learning		Forms of assessment	Max points
Theme 1. Managing the business development in the transformational economy (the basic notions, ideas and concepts)	<i>Classroom work</i>			
	Lecture	Lecture 1. Managing the business development in the transformational economy (the basic notions, ideas and concepts)	Work on lecture	2
	Practical class	Practical class №1. Identification of enterprise problems and development of alternative solutions for choosing the form of development	Active work on the practical class	2
	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Performing tasks for getting awareness of key concepts of development management	Homework checking	
		Preparing the individual scientific research task		
Theme 2. The business development methodology	<i>Classroom work</i>			
	Lecture	Lecture 2. The business development methodology	Work on lecture	2
	Practical class	Practical class №2 on theme 2. Choice of areas of the organization development	Active work on the practical class	2
Defense of practical task on the theme			5	

	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparing the individual scientific research task	Homework checking	
Theme 3. The business development tools	<i>Classroom work</i>			
	Lecture	Lecture 3. The business development tools	Work on lecture	2
	Practical class	Practical class №3. Creating of key measures of the organization's development program	Active work on the practical class	2
	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparing the individual scientific research task	Homework checking	
Theme 4. Management principles of business development	<i>Classroom work</i>			
	Lecture	Lecture 4. Management principles of business development	Work on lecture	2
	Practical class	Practical class №4. Selection and substantiation of the principles of implementation of the organization's development program	Active work on the practical class	2
			Defense of practical task on the theme	5
	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparing the individual scientific research task	Homework checking	
Theme 5. The systems of indicators of managing the business development	<i>Classroom work</i>			
	Lecture	Lecture 5. The systems of indicators of managing the business development	Work on lecture	2
	Practical class	Practical class №5. Substantiation of indicators of enterprise development efficiency	Active work on the practical class	2
	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparing the individual scientific research task	Homework checking	
Theme 6. Strategy of an organization development	<i>Classroom work</i>			
	Lecture	Lecture 6. Strategy of an organization development	Work on lecture	2
	Practical class	Practical class №6. Justification of the choice of development strategy of the organization	Active work on the practical class	2
			Defense of practical task on the theme	5

	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparing the individual scientific research task	Homework checking	
Theme 7. Managing the development based on innovation	<i>Classroom work</i>			
	Lecture	Lecture 7. Managing the development based on innovation	Work on lecture	2
	Practical class	Practical class №7. Creating the innovation process and models of innovation development	Active work on the practical class	2
	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparing the individual scientific research task	Homework checking	
Theme 8. Organization development based on strategic partnerships	<i>Classroom work</i>			
	Lecture	Lecture 8. Organization development based on strategic partnerships	Work on lecture	2
	Practical class	Practical class №8. Defining organizational forms and functions of development specialists based on the strategic partnership	Active work on the practical class	2
			Defense of practical task on the theme	5
	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
Preparing the individual scientific research task		Homework checking		
Theme 9. Organization development based on restructuring	<i>Classroom work</i>			
	Lecture	Lecture 9. Organization development based on restructuring	Work on lecture	2
	Practical class	Practical class №9. Measuring the level of organization development	Active work on the practical class	2
			Written test	20
	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
Preparing the individual scientific research task		Homework checking		
Тема 10. Mechanisms of personnel development at an enterprise	<i>Classroom work</i>			
	Lecture	Lecture 10. Mechanisms of personnel development at an enterprise	Work on lecture	2
	Practical class	Practical class №10. Estimation of the enterprise personnel and substantiation of ways of its development	Active work on the practical class	2
Defense of the individual scientific research task			20	

<i>Independent training</i>			
Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
	Preparing the individual scientific research task	Homework checking	

Recommended References

Main

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Additional

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Information resources

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