

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

**Syllabus**  
**of the academic discipline**  
**"MANAGING DEVELOPMENT"**  
**for students of all specialities,**  
**all forms of study**

**Kharkiv**  
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*Самостійне електронне текстове мережеве видання*

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**Syllabus** of the academic discipline "Managing Development"  
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The thematic plan of the academic discipline and its contents are given according to the modules and themes. Plans of lectures, practical and seminar studies, materials for consolidation of knowledge (tasks for self-study, test tasks), the criteria for assessment of students' knowledge, professional competences which a student should have after studying the discipline are presented.

Recommended for students of all specialities, all forms of study.

## **Introduction**

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. The ability to achieve this goal is conditioned by professional training of future specialists in economics and managers of enterprises which takes into account all aspects of the modern economy.

The academic discipline "Managing Development" is a basic one included in the curriculum of training for the academic degree "master" of all specialities and forms of study.

# 1. Description of the academic discipline

Indicator	Subject area, training direction, educational qualification	Characteristics of the academic discipline	
		Full-time study	Part-time study
Number of credits: 5 for full-time study, 3 for part-time study	Subject area: service industry	basic	
Content modules: 2	All training directions	Training year	
		1st	2nd
Semester			
Individual research task: "Managing the development of company "XYZ"		2nd	1st
		Lectures	
		18 hours	16 hours
	Practicals, seminars		
Total number of hours: 150 for full-time study, 108 for part-time study. Hours per week for full-time form of study: in class – 2; independent training – 3.	Education degree: Master	22 hours	16 hours
		Independent work	
		110 hours	76 hours
		including IRT	
		58 hours	33 hours
		type of control	
		exam	
3 hours	3 hours		

Class hours to independent training ratio:

full-time study – 36 %;

part-time study – 42 %.

## 2. The purpose and objectives of the academic discipline

**The purpose** of teaching the discipline to students 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.

To achieve this goal the following tasks are set:

to study the theoretical foundations of managing development;

to analyse and use methodical approaches to managing development;

to study the principles of construction and subsequent management system development;

to study the methods of construction and subsequent management system development.

**"Managing Development"** is the academic discipline that studies the economic assessment tools and economic decision-making, taking into account the variability of the environment.

**The object** of the discipline is the economic system and processes that reflect different aspects of decision-making.

**The subject** of the discipline is the theoretical concepts and methodology of managing development of enterprises and organizations, approaches and criteria for studying the selection and development of programs for a changing environment.

Students start studying the academic discipline having listened to most humanitarian disciplines and professional cycles. The theoretical and methodological basis of studying this discipline is such subjects as: "Macroeconomics", "Microeconomics", "Business Economics", "Management", "Economic Analysis", "Marketing". In turn, knowledge of the discipline ensures successful mastery of such disciplines as "Business Process Management", "Financial Management", "Risk Management", "E-marketing", "Social Responsibility", "Organizational Behavior", "Virtual Enterprises and Electronic Business", "Business Law" and performing the training complex of interdisciplinary coursework, master's diploma.

Also, of great importance in the study and consolidation of knowledge is self-study of students.

Having mastered the discipline students should:

**know:**

the economic substance of the category of managing development of the enterprise, the main components of the methodology of development;

the management principles of managing development of the enterprise;

the development tools;

the structure factors of the external and internal environment and the mechanism of their influence on the acceptance and implementation of development programs of enterprises and organizations;

the concept and essence of the system of indicators of managing enterprise development;

the features of various development types – innovation development; restructuring; business development through strategic partnerships; development through reengineering;

the methods and models of development of personnel, finance, information resources of the enterprise;

**be able:**

to identify and formulate the enterprise problems, assess the resource potential and, based on this, justify directions of development;

to analyze the factors that induce change and choose appropriate tools for enterprise development;

to analyze the influence of the information economy factors, the characteristics of economic processes and, based on this, select and justify management principles of development;

to use the system of indicators of managing development of the enterprise;

to ground and use the methodological approaches to the synthesis of strategic development of the enterprise management;

to justify the type and form of change necessary for enterprise development;

to develop measures for the development of different types of enterprise resources (financial, information, labor).

When studying the academic discipline, students should get professional competences listed in Table 2.1.

Table 2.1

### **Professional competences which students should have after studying the academic discipline**

Competence code	Competence name	Competence content
1	2	3
MD 1	The ability to identify and formulate the problems of the company, to evaluate the resource potential and, based on this, justify the directions of development	Identifying enterprise problems under uncertainty
		Estimating the company resource potential
		Choosing the direction of the company development
		Justifying the direction of the company development
MD 2	The ability to identify the factors influencing the characteristics of the information economy and economic processes and justify the choice of the basic principles of management	Providing reasonable analysis of the factors of the information economy
		Identifying the factors of the information economy influencing the characteristics of economic processes
		Identifying the management principles which change under the industrial and information economy conditions
		Providing a reasonable choice of management principles

Table 2.1 (the end)

1	2	3
MD 3	The ability to ground and use the methodological approaches to the synthesis of strategic development of the company	Conducting a detailed SWOT-analysis of the company
		Identifying internal and external competence of the company
		Providing reasonable selection of key areas of enterprise development using the methodology Iwao Kobayashi
		Evaluating the effectiveness of measures of benchmarking using the Balanced Scorecard

*Note.* MD means Managing Development.

The structure of constituents of professional competences and their formation in the process of learning the academic discipline "Managing Development" in accordance with the National Qualifications Framework are presented in Appendix A.

### **3. The syllabus of the academic discipline**

#### **Content module 1**

#### **The methodological bases of managing development**

##### **Theme 1. Managing strategic development of enterprises in the economy (basic definitions, ideas and concepts)**

Modern ideas about science and system development. The essence and content of the development processes in economic systems. The subject area of the theory of the company strategic development. Features of the operation and development of a modern economy. The concept of the megatrend (megatrends). Trends in the development of organizations associated with the information revolution.

##### **Theme 2. The development methodology**

The methodology of enterprise development (MED). The definition of the basic concepts. Referral development. Principles of development. The steps of the implementation. Opportunities for innovation. The four fundamental areas in directing development. Process-oriented modelling of business.

### **Theme 3. The development tools**

Processes implemented through strategic aspects of the company development. The basic concept of transformation (business process, actors). Development of the model of enterprise management. Factors that encourage the transformation of management models. The essence of the methodology (the methodology of 20 Keys). Keys in the quality and production efficiency. Keys aimed at saving materials and the use of leading technologies. Keys aimed at the development of staff.

### **Theme 4. Management principles of development**

The key elements of the information economy. The factors affecting 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. The information principle, the principle of coordination. The principle of the dynamic balance. The principle of performance problems. The principle of the architect. The principle of strategic orientation. The principle of command. The communication principle. The principle of power. The principle of centralization/decentralization. The principle of the time cycle. The principle of control. The principle of conflict resolution. The principle of opportunities. The principle of the framework.

### **Theme 5. The systems of indicators of managing enterprise development**

Managing business development through indicators. Primary and secondary indicators. The use of secondary indicators at different levels of government. Balanced business indicators ((the Balanced Scorecard – BSC). Managing the development of business with the BSC. The systems of 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 (General Electric) (the values, initiative, cultural changes).

### **Theme 6. The development strategy of the enterprise**

The structure of the domain formation and implementation of development strategies. Methodological approaches to the system of company strategic development synthesis. The technology of strategic development. The principles of the enterprise strategic development. The organizational and economic mechanism of the enterprise strategic development.

## **Content module 2**

### **Forms and types of enterprise development, conditions of applying the development principles**

#### **Theme 7. Managing development based on innovation**

The notion of innovation and innovation development. The Law of Ukraine "On Innovation Activity" No. 40 dated 04.07.2002. Classification of innovations and innovative processes. The innovative cycle. Economic conditions of innovative development of an enterprise in an unstable environment. The mechanisms of innovative enterprises in Ukraine. The sources of innovation ideas. The main tasks of innovation. The stages of the innovation process. The procedure for selecting the innovation strategy. The strategic combination in the ratio "market – product". The features of making decisions when managing innovation.

#### **Theme 8. Development of enterprises based on strategic partnership**

The forms of groups of enterprises. Classification of integration groups. The background of the associations. The comparative analysis of integration spheres of economic activity of different forms of enterprises. Strategic alliances. The approach to the analysis of the strengths and weaknesses of the alliance. Interorganizational network. The company, a chain of transactions. Characteristics of bureaucratic forms of integration and networking companies. Construction of integrated management. The objects of integration management of the group of companies (IMGC). Features of the functions of systems IMGC. Specific principles of integration management of the group of companies. The sequence of formation of IMGC.

#### **Theme 9. Development of enterprises through restructuring**

The definition of enterprise restructuring. Basic aspects of restructuring a company. The modern view of the restructuring of enterprises. The mechanisms of restructuring. The analysis of examples of successful transformation of foreign companies. Examples of transformation (in Ukraine).

#### **Theme 10. The mechanisms of personnel development**

The definition of development of enterprise personnel. The aspects of development of enterprise personnel. The structural aspect of development. Examples of administrative influence on the development of enterprise personnel.

The cultural and value aspect of development. The professional competence aspect. The general model of training and staff development. The structure of training programs. The method of calculation programs of vocational qualification training. The behavioral aspect of development. The administrative aspect – teamwork skills training. The information aspect of development.

### **Theme 11. Managing the development of the enterprise information resources**

Development of company information resources (IR) – the definition of the basic concepts. The specificity of IR application. The elements of information resources and forms of expression. The structure factors of strategic information resources. The contour of managing development of the company's IR. The technology of the IR development strategy. The performance of the company IR strategic development. The sequence of phases of monitoring IR. The method of selecting projects of IR development strategies. The relationship between the processes of changing objects – factors with IR modules. The strategic management of information resources personnel.

### **Theme 12. Managing the development of financial resources**

The concept of creation and implementation of the company financial strategy. The methodical approach to the development of the company financial strategy. The mechanisms of formation and implementation of the financial development strategy: the principles, the methodology, the technology and tools. The formulation of the system of strategic objectives and development of the financial system of indicators to measure the degree of achievement. The technology of decision-making in the company financial strategy management. The mechanisms of formation and implementation of financial strategies and management models of financial support programs based on the involvement of equity and debt resources.

## **4. The structure of the academic discipline**

From the beginning of studying the academic discipline, each student should be familiarized with both the syllabus of the academic discipline and forms of training, and with the structure, content and scope of each of the training modules, as well as all the kinds of monitoring and evaluation of training methods.

The study of the academic discipline occurs through consistent and thorough elaboration of training modules which are relatively independent units of the discipline that logically combine several training elements of the academic discipline in the content and interdependences. The plan of the academic discipline consists of four content modules (Table 4.1).

Table 4.1

**The structure of the test credit of the academic discipline**

Names of content modules and themes	Number of hours									
	Full-time					Part-time				
	Including					Including				
	total	lectures	Practice, seminars	Independent training		total	lectures	Practicals, seminars	Independent training	
Doing IRT				Preparing for practicals	Doing IRT				Preparing for lessons	
1	2	3	4	5	6	7	8	9	10	11
<b>Content module 1. The methodological bases of managing development</b>										
Theme 1. Managing strategic development of enterprises in the economy (basic definitions, ideas and concepts)	7	2	2		3	8	2	2		4
Theme 2. The development methodology	17	2	2	10	3	13	2	2	5	4
Theme 3. The development tools	7	2	2		3	4	1	1		2
Theme 4. Management principles of development	18	2	2	10	4	9	1	1	5	2
Theme 5. The systems of indicators of managing enterprise development	5	1	2		2	4	1	1		2
Theme 6. The development strategy of the enterprise	5	1	2		2	4	1	1		2
<b>Total for content module 1</b>	<b>59</b>	<b>10</b>	<b>12</b>	<b>20</b>	<b>17</b>	<b>42</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>16</b>

Table 4.1 (the end)

1	2	3	4	5	6	7	8	9	10	11
<b>Content module 2. Forms and types of enterprise development, conditions of applying the development principles</b>										
Theme 7. Managing development based on innovation	18	2	2	10	4	9	1	1	5	2
Theme 8. Development of enterprises based on strategic partnership	7	1	2		4	4	1	1		2
Theme 9. Development of enterprises through restructuring	15	1	2	10	2	11	2	2	5	2
Theme 10. The mechanisms of personnel development	26	2	2	18	4	19	2	2	13	2
Theme 11. Managing the development of the enterprise information resources	6	1	1		4	4	1	1		2
Theme 12. Managing the development of financial resources	4	1	1		2	4	1	1		2
<b>Total for content module 2</b>	<b>76</b>	<b>8</b>	<b>10</b>	<b>38</b>	<b>20</b>	<b>51</b>	<b>8</b>	<b>8</b>	<b>23</b>	<b>12</b>
Preparation for the exam	10				10	10				10
Pre-exam advice	2				2	2				2
Exam	3				3	3				3
<b>Total hours for the academic discipline</b>	<b>150</b>	<b>18</b>	<b>22</b>	<b>58</b>	<b>52</b>	<b>108</b>	<b>16</b>	<b>16</b>	<b>33</b>	<b>43</b>

## 5. Plans of seminars and practical studies

**A seminar** – is a form of instruction in which the teacher organizes detailed examination of some theoretical tenets of the academic discipline and forms skills in the practical use of them through individual tasks performed by students. Conducting such studies is based on preprepared teaching materials – tests aiming to identify the necessary theoretical mastery of the theoretical tenets, sets of tasks of different complexity to be carried out in class. It includes preliminary control of knowledge, skills and abilities of students, setting a general problem by the teacher and discussing it with students, solving the problems and discussing them, doing control tasks, assessing them (Table 5.1).

## The structure of practical studies and seminars

The name of the content module	The themes of seminars and practical lessons (modules)	Number of hours	Recommended literature
Content module 1. The methodological bases of managing development	1. Identifying problems of enterprises and developing alternative decisions depending on the choice of the form of development (a seminar)	2	Main: [3]. Additional: [1 – 5]
	2. Selecting the direction of development (a practical study)	2	Main: [3]. Additional: [8 – 12]
	3. Developing the key activities of the program (a practical study)	2	Main: [3]. Additional: [8 – 10]
	4. Choosing and justifying the principles of the implementation of development programs (a practical study)	2	Main: [3]. Additional: [11 – 16]
	5. Feasibility of indicators of the company development effectiveness (a practical study)	2	Main: [3]. Additional: [11 – 16]
	6. The strategy of the organization development (a practical study)	2	Main: [3]. Additional: [9 – 15]
Content module 2. Forms and types of enterprise development, conditions of applying the development principles	1. Features of decision-making in the management of innovation (a practical study)	2	Main: [3]. Additional: [11 – 13]
	2. Conducting analysis of strengths and weaknesses in strategic alliances (a practical study)	1	Main: [3]. Additional: [11 – 15]
	3. Analysis of successful examples of restructuring companies (a practical study)	1	Main: [3]. Additional: [11 – 15]
	4. Selecting a program of training and staff development (a seminar)	2	Main: [3]. Additional: [11 – 13]
	5. Selecting projects of the development strategy of the enterprise information resources (a practical study)	2	Main: [3]. Additional: [6 – 9]
	6. The formation of the company financial strategy (a practical study)	2	Main: [3]. Additional: [5 – 7]

## **5.1. A sample practical task**

### **Content module 1**

#### **The methodological bases of managing development**

##### **Theme 2. The development methodology**

**Task.** Based on the information below and the macroeconomic situation in Ukraine choose an expedient change (transformation) for the company and justify it through benefits, risks and key processes and incentives. Offer an appropriate type and direction of development.

1. The enterprise JSC "Sphere" belongs to the machine-building industry and manufactures products focused on the final consumer.

2. The control system is hierarchical, the type of organizational structure is divisional and management style is democratic.

3. The company has experienced staff, whose average age is 55 years. The workers are used to the established clear regimentation of work.

4. The company has the possibility of receiving preferential long-term credits.

5. The company is profitable with the level of profitability above the industry average.

6. The company has established relationships with suppliers of materials and components on the basis of well-used logistic schemes.

7. The company has its own site with the information about the company, as well as high-speed access to the Internet.

8. The company has a modern information system that covers all the structural subdivisions.

9. The company has established markets and enjoys consumer loyalty.

10. 80 % of the company products is at the stage of maturity, and 20 % at the stage of decline.

### **Content module 2**

#### **Forms and types of enterprise development, conditions of applying the development principles**

##### **Theme 10. The mechanisms of personnel development**

**Task.** Based on the information below and the macroeconomic situation in Ukraine choose an expedient change (transformation) for the company and

justify it through benefits, risks and key processes and incentives. Provide an appropriate type and direction of development.

Based on this:

Give suggestions for key positions of the company development program and strategy – offer the tools to develop and justify the relevant key indicators; suggest and justify a set of management principles that ensure the implementation of the proposed instruments.

1. The enterprise JSC "Gorizont" belongs to the machine-building industry and manufactures products focused on the final consumer.

2. The control system is hierarchical, the type of organizational structure is the functional and democratic management style.

3. The company has experienced staff, whose average age is 40. Work is usually performed independently.

4. The company cannot take advantage of preferential long-term credits.

5. The company works with the average industry profit and the level of profitability.

6. The company has established relationships with suppliers of materials and components on the basis of well-used logistic schemes.

7. The company has its own site with the information about the company, as well as high-speed access to the Internet.

8. The company has a modern information system that covers all the structural subdivisions.

9. The company is pioneering new markets and strives for creating an image appealing to consumers of its products.

10. 80 % of the company products is at the stage of growth, and 20 % at the stage of maturity.

## 6. Independent training

**Independent work of students (IWS)** is a form of the educational process in which the scheduled tasks are performed by the student independently under the methodical guidance of the teacher.

**The purpose of IWS** is mastering the full curriculum and formation of students' general and professional competences which play a significant role in the future of top-level professional's qualifications.

The teaching time allotted for independent work of full-time students is determined by the curriculum and makes 36 % (110 hours) of the total training time (150 hours). During individual work the student becomes an

active participant in the educational process learning to form a conscious attitude to the mastery of theoretical and practical knowledge, to freely navigate in the cyberspace, bear individual responsibility for the quality of their training. IWS includes studying the lecture material; elaboration and study of the recommended literature, basic terms and concepts of the discipline themes; practical training, seminars, preparing to speak at seminars; in-depth study of lectures on particular topics or issues; doing individual tasks (providing solutions to complex problems) on the topic studied; writing essays on the given issues; search (selection) and review of the literature on the given discipline problems; analytical review of scientific publications; control of the students' personal knowledge through questions for self-diagnosis; preparation for examinations and other forms of current control; preparation for the control module (colloquium); systematization of the learned material to prepare for the semester exam.

An essential element of successful learning of the academic discipline is self-study of students with the help of special domestic and foreign economic literature, the regulations on state regulation of the economy, statistical data. The main types of independent work proposed to students for mastering the theoretical knowledge of the academic discipline are given in Table 6.1.

Table 6.1

### Tasks for independent work of students and forms of control

Themes	The content of the student's self-study	Number of hours		Forms of IWS control	Literature
		Full-time	Part-time		
1	2	3	4	5	6
<b>Content module 1. The methodological bases of managing development</b>					
Theme 1. Managing strategic development of enterprises in the economy (basic definitions, ideas and concepts)	Learning the lecture material, preparation for seminars, reviewing the theoretical material on the theme "Managing strategic development of enterprises in the economy". Identifying business problems and developing alternatives for selecting the forms of development	3	4	Presentation of the results	Main: [3]. Additional: [7; 12; 13]

Table 6.1 (continuation)

1	2	3	4	5	6
Theme 2. The development methodology	Studying the lecture material, preparation for seminars, reviewing the theoretical material on the theme "The concept of the megatrend (megatrends). Trends in the development of organizations associated with the information revolution". Question: "Forms, types and directions of development"	13	9	Presentation of the results	Main: [3]. Additional: [7; 12; 13]
Theme 3. The development tools	Learning the lecture material, preparation for seminars, reviewing the theoretical material on the theme "The development tools". Question: "The methodology 20 Keys"	3	2	Presentation of the results	Main: [3]. Additional: [7; 12; 13]
Theme 4. Management principles of development	Learning the lecture materials, preparation for seminars, reviewing the theoretical material on the theme "Management principles of development". Question: "Comparison of management principles in the industrial and information economy"	14	7	Presentation of the results	Main: [2; 3]. Additional: [1 – 3; 6; 13]
Theme 5. The systems of indicators of managing enterprise development	Learning the lecture materials, preparation for seminars, reviewing the theoretical material on the theme "The systems of indicators of managing enterprise development". Question: "The Balanced Scorecard"	2	2	Presentation of the results	Main: [3]. Additional: [7; 12; 13]
Theme 6. The development strategy of the enterprise	Learning the lecture materials, preparation for seminars, reviewing of the theoretical material on the theme "Development strategy". Question: "Methods for selecting an enterprise development strategy"	2	2	Presentation of the results	Main: [1; 3; 5]. Additional: [1 – 3; 6; 13]
<b>Content module 2. Forms and types of enterprise development, conditions of applying the development principles</b>					
Theme 7. Managing development based on innovation	Learning the lecture materials, preparation for seminars, reviewing the theoretical material on the theme "Features of decision-making in the innovation management". Question: "Selecting the innovative type of development"	14	7	Presentation of the results	Main: [1; 3; 5]. Additional: [2; 6]

Table 6.1 (the end)

1	2	3	4	5	6
Theme 8. Development of enterprises based on strategic partnership	Learning the lecture materials, preparation for seminars, reviewing the theoretical material on the theme "Selection of forms on the basis of strategic partnership"	4	2	Presentation of the results	Main: [1; 3; 5]. Additional: [2; 6]
Theme 9. Development of enterprises through restructuring	Learning the lecture materials, preparation for seminars, reviewing the theoretical material on the theme "Company development through restructuring"	12	7	Presentation of the results	Main: [1 – 3]. Additional: [4; 7; 10; 18]
Theme 10. The mechanisms of personnel development	Learning the lecture materials, preparation for seminars, reviewing the theoretical material on the theme "Mechanisms of personnel development". Preparation for the defence of the IRT	22	15	Presentation of the results	Main: [1 – 3]. Additional: [4; 7; 10; 18]
Theme 11. Managing the development of the enterprise information resources	Learning the lecture materials, preparation for seminars, reviewing the theoretical material on the theme "Managing development of enterprise information resources"	4	2	Presentation of the results	Main: [1 – 3]. Additional: [4; 7; 10; 18]
Theme 12. Managing the development of financial resources	Learning the lecture materials, preparation for seminars, reviewing the theoretical material on the theme "Managing development of financial resources". Question: "Choosing financial resources"	2	2	Presentation of the results	Main: [1 – 3]. Additional: [4; 7; 10; 18]

## 6.1. The individual research task

**The individual research task (IRT)** of students is a selective type of extracurricular self-study of the research nature which is performed on the basis of the syllabus material of the academic discipline and finishes along with passing the final examination on the academic discipline. Implementation of the IRT is an important means of improving the quality of training of future specialists who are able to practice the theoretical knowledge and skills in this discipline.

Preparation for carrying out the IRT involves systematization, consolidation of knowledge, studying concrete economic situations, development of skills in independent work and mastery of the experimental research technique related to the theme of the IRT.

The IRT provides for the following elements of scientific research: practical significance, comprehensive systematic approach to problem-solving research, the theoretical use of the advanced modern methodology and scientific developments, the availability of elements of creativity, the ability to use modern technologies.

**The practical significance of the IRT is** the substantiation of the validity of the results for practical needs.

**The work** is considered real, if it is carried out according to the current problems of the enterprise, based on its actual data for several years and its results can completely or partly be implemented in the enterprise practice.

**A comprehensive systematic approach** to the theme of the work consists in the fact that the goal of the study is considered from different points of view – from the standpoint of the theoretical basis and practical developments, the conditions for its implementation at the enterprise, analysis, studying the ways for improvement, etc. – in close relationship and the only presentation logic.

The use of the modern methodology presupposes analyzing the strategic position of the enterprise and substantiation of the ways for improvement of certain aspects of the subject and object of study. The student should use information about the latest achievements in engineering and technology research, apply various methods and means of diagnostic research on the approaches to the definition and justification of the selection criteria and indicators for rapid diagnostics of industrial and economic systems or its elements.

In carrying out the IRT, along with theoretical knowledge and practical skills in their speciality, the student must demonstrate the ability to do research work and think creatively.

### **The IRT theme sample: "Managing the development of company X"**

**The goal of the IRT** is based on a comprehensive analysis of a particular company and aims to develop a strategic development program.

**The main tasks are:**

- to conduct comprehensive analysis of the company;
- to develop the objectives and the development strategy;
- to study the transition process management;
- to form a program of the company.

**The object of the IRT** is the management processes of the company according to the base practice chosen by the student.

**The subject of the IRT** is a set of theoretical and methodological approaches to the development of effective administrative decisions in the company on the basis of risk.

Individual research tasks are carried out independently by the student under the guidance of the lecturer in the academic discipline according to the schedule of the educational process.

The themes for individual research tasks are offered by the lecturer at the beginning of the semester during which the discipline is studied. The student must provide the IRT for assessment at the end of the semester, but no later than the deadline of the final module control. The points gained for the IRT are included in the overall assessment of the discipline.

**The requirements for the design.** The sheet format is A4. The margins are: the left one is 30 mm; the right, top and bottom ones are 20 mm. Font Arial, the font size for the main text is 14 kg, the line spacing is 1.3. No italics or underlining is allowed.

The volume of the IRT should be 30 – 40 printed pages.

Each section begins with a new page. Section titles should be in capital letters in the center of the page. Pages should be numbered in the upper right corner. The front page has no page number.

**The requirements for the content.** Individual research tasks should comprise the following elements:

- the title page;
- the contents;
- the introduction (1.5 pages);
- the main part (27 – 37 pages);
- the conclusions (1.5 pages);
- the references;
- the appendices (if necessary).

**The requirements for the content.**

The main part should comprise the following elements.

## **1. Comprehensive analysis of the company "X".**

- 1.1. Description of the organization and management structure.
- 1.2. Analysis of the products and markets.
- 1.3. Analysis of the financial condition of the company.
- 1.4. The key issues of functioning and development of the company.

## **2. Development of enterprise development strategies.**

- 2.1. SWOT analysis.
- 2.2. Formation of the strategic goals.
- 2.3. Business strategy.

## **3. Reengineering of the enterprise business processes.**

- 3.1. Justification on the transition process management.
- 3.2. Reengineering of the key business processes.
- 3.3. The development schedule of reengineering.

## **4. Formation of the program for the enterprise development.**

- 4.1. Development of the key program activities.
- 4.2. Choice and justification of the principles of the program.
- 4.3. Justification of the performance indicators of the company.

### **The requirements for the content**

**The title page.** It must contain the name of the university; the name of the department; the name of the academic discipline; the theme of the IRT database research; the name, the initials of the student, the academic group number; the submission date for teacher's review of the IRT (day, month, year).

**The content.** It must contain the titles of the sections, paragraphs, etc. that present the theme of the IRT, indicating the page numbers on which they are located.

**The introduction.** In the introduction the student describes the nature and state of the scientific problem and its significance, the grounds and initial data for the development of the theme of the IRT, provides the rationale for the study.

**The main part.** It consists of 4 sections.

**Conclusions.** Conclusions should provide practical advice on developing effective business solutions to the problems of the enterprise at risk.

**References.** References should be given in alphabetical order based on the names of the first author or the titles. The bibliographic description of the sources should be done in accordance with GOST 7.1:2006 "Bibliographic records, bibliographic description. General requirements and rules".

**Appendices.** Appendices can be included if necessary. In the case of several appendices there must be a separate page "Appendices" the number of which is the last that is included in the scope of the IRT. Each appendix starts with a new page. As required, the appendix is named as follows: "Appendix A", "Appendix B", etc. alphabetically. If the appendix takes more than one page, the words Appendix... (continuation) or Appendix... (the end) are placed at the top, aligned with the right margin. Illustrations, tables, formulas are numbered according to the appendix name, e.g. "Fig. A3".

## **6.2. Questions for self-assessment**

### **Theme 1. Managing strategic development of enterprises in the economy (basic definitions, ideas and concepts)**

1. The economic essence of the concept "development".
2. Features of development, and what distinguishes it from the operation of the business or organization.
3. The development program as an instrument of implementation.
4. The concept of enterprise development in a market economy.
5. The main problems of Ukrainian enterprises, their impact on managing development processes.

### **Theme 2. The development methodology**

1. What is the essence of modern ideas about science and system development?
2. The essence and meaning of stationary state and homeostasis is the development processes in economic systems.
3. What is the theory of the subject area of the company strategic development?
4. The concept of a megatrend (megatrends) in the modern economy.
5. Trends in the development of organizations associated with the information revolution.

### **Theme 3. The development tools**

1. The essence of the information revolution and business information.
2. The basic concept of the methodology of enterprises.
3. The principles of development.

4. The fundamental trends in directing development.
5. Describe the strategic aspect of the company development.
6. The basic concepts of transformation.
7. What is the governance development model that has been used for the past 40 years?

#### **Theme 4. Management principles of development**

1. What factors induce changes in enterprises and organizations?
2. What is the essence of the methodology of 20 Keys?
3. Describe the key to the quality and production efficiency.
4. The key to saving materials and the use of leading technologies.
5. What is the key to the development of staff?
6. Describe the key elements of the information economy.
7. What is the influence of factors on the characteristics of the information economy interaction processes?
8. The essence of the principle of leadership, hierarchy, possible control supervision.
9. The essence of the principles of remuneration, working class value.
10. The essence of the information principle, the principle of coordination, the principle of dynamic balance.
11. Describe the principles of the architect and strategic orientation.
12. Expand on the content of the principles of the team, power and communication.
13. The essence of the principles of cycle time, control and resolution of conflict, opportunities.

#### **Theme 5. The systems of indicators of managing enterprise development**

1. What is the essence of managing business development through indicators?
2. Primary and secondary indicators.
3. How are secondary indicators used at different levels of government?
4. Managing the development of business using a balanced system of indicators BSC (the Balanced Scorecard).
5. Why is the system of international standards a source of quality performance indicators?

6. Expand on the use of the TQM (total quality management) system and ISO 9000 quality standards in managing development?

### **Theme 6. The development strategy of the enterprise**

1. The structure of the domain formation and implementation of development strategies.

2. What are the different methodological approaches to the synthesis of strategic managing company development (the systematic approach, the parametric diagnostics, the targeted approach, the situational approach, the case-resource approach)?

3. Describe the technology of strategic development.

4. Expand on the content of principles of strategic development of enterprises.

5. What are the components of the company strategic development?

### **Theme 7. Managing development based on innovation**

1. Describe the classification of innovations, innovation processes in the development of enterprises.

2. Describe the processes of development and the innovation cycle.

3. Describe the economic conditions of innovative enterprise development in an unstable environment.

4. The mechanisms of the innovative enterprise development in Ukraine. The sources of innovation ideas.

5. The main tasks of innovation.

6. The procedure for selecting the innovative development strategy.

7. The features of decision making in managing innovation.

8. The performance indicators of the company development innovative project.

### **Theme 8. Development of enterprises based on strategic partnership**

1. What factors contribute to development through the group of enterprises?

2. Describe the different classes of integration groups.

3. A comparative analysis of integration spheres of economic activity of different forms of enterprises.

4. Under what conditions does the development go towards the creation of strategic alliances?

5. The approach to the analysis of the strengths and weaknesses of the alliance.

### **Theme 9. Development the enterprises through restructuring**

1. Describe the basic aspects of the company development through restructuring.

2. Describe the system of integrated management of integration group management.

3. The current view on the restructuring of enterprises under development.

### **Theme 10. The mechanisms of personnel development**

1. The definition of personnel development.

2. What are the aspects of personnel development at modern enterprises?

3. Expand on the content of the aspect of cultural values of staff development.

4. What is the essence of the general model of training and staff development?

5. Describe the method of calculation programs of vocational qualification training.

6. The behavioral aspect of staff development.

7. The administrative aspect – teamwork skills development and the information aspect of staff development.

### **Theme 11. Managing the development of the enterprise information resources**

1. Expand on the content of the basic concepts of the enterprise development of information resources.

2. What are the elements of information resources and forms of expression?

3. Expand on the structure factors of strategic information resources.

4. What are the components and functions of a control loop development of information resources of the enterprise?

5. Describe the technology development strategy of enterprise information resources.

6. Monitoring the sequence of information resources.

7. What are the stages and functions of the method of selecting projects of development strategy of the company information resources?

## **Theme 12. Managing the development of financial resources**

1. Describe the concept of formation and implementation of the company financial strategy.
2. Expand on the content of the general principles of construction. The mechanism of formation and implementation of the enterprise financial resources development.
3. List the mechanisms of formation and implementation of financial strategies and models of the company financial support programs.
4. What are the attributes for classification of financial mechanisms of the development strategy?
5. What is the nature of the financial mechanism on the basis of foreign loans?

## **7. Tutorials**

Individual advisory work is carried out according to the schedule in the form of individual lessons, assessment of individual tasks, reviewing and defending tasks given in the current control, and so on.

The forms of individual counselling are:

- a) the theoretical material:  
consultations: individual (question – answer), group (considering typical examples – situations);
- b) the practical mastery of the material:  
individual and group counselling;
- c) comprehensive evaluation of the mastery of the program material:  
individual defence of the works.

## **8. The teaching methods**

In the process of teaching the academic discipline, both active and interactive teaching technologies are used to enhance students' learning and cognitive activity, including problem lectures, mini-lectures, work in small groups, seminars, discussions, brainstorming, the case method, presentations, introductory (initial) games, the method of project work, computer simulations, the Delphi method, the method of scenarios, banks of visual support (Table 8.1).

## Distribution of forms and methods of enhanced studying according to the themes of the academic discipline

Themes	The practical application of the educational technologies
Theme 1. Managing strategic development of enterprises in the economy (basic definitions, ideas and concepts)	A problem lecture on the theme "Enterprise strategic development in the economy". Small-group work, presentation of results, banks of visual support
Theme 2. The development methodology	A mini-lecture on the theme "The methodology of enterprise development". Banks of visual support
Theme 3. The development tools	A problem lecture on the theme "The methodology of 20 Keys". Work in small groups, presentation of results, banks of visual support
Theme 4. Management principles of development	A mini-lecture on the theme "Basic management principles used by managers in the information economy". Small-group work, presentation of results, banks of visual support
Theme 5. The systems of indicators of managing enterprise development	A problem lecture on the theme "The role of balanced scorecard indicators of the enterprise performance". Small-group work, presentation of results, banks of visual support
Theme 6. The development strategy of the enterprise	A problem lecture on the theme "The development strategy of the enterprise"
Theme 7. Managing development based on innovation	A mini-lecture on the theme "The rules and criteria of managing company development based on innovation". Banks of visual support
Theme 8. Development of enterprises based on strategic partnership	A mini-lecture on the theme "The role of strategic partnerships in the modern processes of development". Banks of visual support
Theme 9. Development of enterprises through restructuring	A problem lecture on the theme "The causes of risks in the company". Small-group work, presentation of results, banks of visual support
Theme 10. The mechanisms of personnel development	A mini-lecture on the theme "The rules and criteria for decision-making regarding the development of personnel in terms of risk". Banks of visual support
Theme 11. Managing the development of the enterprise information resources	A mini-lecture on the theme "Criteria for selection of development tools in the enterprise information resources management". Banks of visual support
Theme 12. Managing the development of financial resources	A problem lecture on the theme "Criteria for selecting tools for managing of financial resources". Small-group work, presentation of results, banks of visual support

The main features of active and interactive teaching methods that distinguish them from traditional ones are not only defined by the methods and techniques of teaching, but also by high efficiency of the educational process, which reveals itself in high motivation of students; consolidation of theoretical knowledge in practice; raising consciousness of students; forming the ability to make independent decisions; forming the ability to make collective decisions; forming the capacity for social integration; skills in conflict resolution; developing the ability to find compromises.

**Problem lectures** make one of the most important elements of the problem-based learning of students. They provide, along with studying the main lecture material, solving a number of problems of controversial nature that have not been properly researched and are relevant to the theory and practice. Problem lectures are characterized by solid arguments supporting the material being taught. They contribute to the formation of independent creative thinking of students, teach them cognitive skills. The students are participants in scientific inquiry and problem solving.

**Mini-lectures** include presentation of the educational material in a short period of time and are characterized by large capacity, complexity of logical constructs, images, proofs and generalizations. They are usually held as part of a research lesson. Mini-lectures are of much shorter duration which makes them different from full-length lectures. Mini-lectures usually last no more than 10 – 15 minutes and are used to concisely convey new information to all students. Mini-lectures are often used as an integral part of the theme that should be studied at a full-length lecture, not to bore the audience. Then the information is presented in several separate sections with other forms and methods of teaching, used between them.

**Seminar-discussions** involve the participants' exchange of views and opinions about the topic and develop thinking, help to shape attitudes and beliefs, produce the ability to formulate and express thoughts.

**Working in small groups** helps structure practical seminars in form and content, creates opportunities for the participation of each student in the work on the topic, provides the formation of personality traits and experience of social dialogue.

**Brain storming** is a method for solving immediate problems, the essence of which is to express the largest possible number of ideas in a very limited period of time, to discuss and select them.

**Presentations** are used to represent to an audience certain achievements, results of the report on the implementation of individual assignments, project work. Presentations can be individual, made by a student, and collective, made by two or more students.

**The Delphi** method is used to reach a consensus and peer review provides the opportunity for students to express their views to the panel, working individually in different places. When choosing a management solution by this method, the academic group is divided into several, for example, five small groups. Four groups work, they develop and adopt management decisions, while the fifth group is a group of experts who analyze the options and averaged management decisions made by the working groups. The expert group can be divided according to specializations.

**Computer simulation (game)** is a teaching method that relies on the use of special computer software, which can be used to model a virtual business process. Students can change the settings and data to make decisions and analyze the consequences of such decisions. The purpose of using this method is to develop systematic thinking of students, their capacity for planning, skills in the identification and analysis of problems, comparison and evaluation of alternatives, making better decisions and acting in a limited time.

**The method of scenarios** consists in the development of possible behaviors and specific events in the future.

**Banks of visual support** contribute to the enhancement of learning the topics of the academic discipline with the help of visual aids.

Table 8.2

**Using the methods of enhancing the learning process**

Theme	Practical application of the techniques	Methods for enhancing the learning process
1	2	3
Theme 2. The development methodology	Seminar sessions. Topic: "The concept of a megatrend (megatrends). Trends in the development of organizations associated with the information revolution"	Seminars, discussions, presentations
Theme 4. Management principles of development	Task 1. Solving practical problems to determine the type, shape and direction of development	Working in small groups, brainstorming, the Delphi method

Table 8.2 (the end)

1	2	3
Theme 7. Managing development based on innovation	Seminar sessions. Topic: "The use of modern development tools and performance indicators"	Seminars, discussions, presentations
Theme 9. Development of enterprises through restructuring	Task 2. Solving practical problems to determine the type, shape and direction of development and selection of the relevant principles of development	Working in small groups, brainstorming
Theme 10. The mechanisms of personnel development	IRT protection and writing a control paper	Working in small groups, brainstorming, the Delphi method, computer simulation, the method of scenarios, presentation

## 9. Methods of control

The system of evaluation of the formed competences (Table 2.1) takes into consideration all kinds of studies stipulated by the syllabus of the academic discipline including lectures, seminars, practicals, and performing independent work. Evaluation of students' competences is carried out on the cumulative 100-point system. According to the Provisional Regulations "On the Procedure of Assessment of Students' Academic Performance on the Accumulative Point Rating System" of S. Kuznets KhNUE", control measures include:

**current control** carried out during the semester at lectures, practicals, seminars and assessed as the number of points (maximum, 60 points; minimum, allowing the student to take the exam, 35 points);

**final/module control** performed in the form of a semester exam, according to the schedule of the educational process.

*Current control* on this discipline is conducted in the following forms:

- active work at lectures;
- active participation in carrying out practical tasks;
- active participation in the discussion and presentation of material at seminars;
- writing a test paper;
- defending and presentation of individual research tasks.

*Final/semester control* is conducted in the form of a semester exam. Semester exams are conducted as a form of assessment of the final mastery of the theoretical and practical material on a particular academic discipline, carried out as a control measure.

### **The order of the current assessment of students' academic performance.**

The assessment of students' knowledge during seminars, practical studies and doing individual tasks is made based on the following criteria:

understanding, the degree of assimilation of the theory and methodology of the issues under consideration;

the degree of assimilation of the factual material on the academic discipline;

familiarization with the recommended literature and contemporary literature of the issues under consideration;

the ability to combine theory with practice when considering industrial situations, solving problems submitted for consideration to the audience;

logic, structure, style of presentation in written works and speeches to the audience, the ability to justify their position, to summarize and draw conclusions.

The maximum possible score for a particular task is gained provided that students' individual task or oral answers match all these criteria. The absence of a component reduces the number of points. In assessing individual tasks attention is also paid to the quality, independence and timeliness of submitting the tasks to the teacher according to the schedule of the educational process. If any requirements are not met, then the score will be reduced.

The written test is held once per semester and includes practical tasks of different complexity.

### **Evaluation criteria for extracurricular self-study of students.**

The general criteria for independent work are: the depth and strength of knowledge; the level of thinking; the ability to systematize knowledge of certain topics; the ability to draw informed conclusions; knowledge of the terms and concepts; skills and techniques of doing practical tasks; the ability to find, systematize, process and apply the relevant information; self-realization at practicals and seminars.

### **The procedure for final control on the academic discipline.**

**The final control** of knowledge and competences of students on the academic discipline is exercised on the basis of the semester exam.

The paper covers the syllabus of the discipline and provides for determining the level of knowledge and mastery of students' competences (Table 2.1).

The examination aims to test students' understanding of the syllabus material in general, logic and relationships between individual sections, the ability to creatively use knowledge, the ability to formulate their attitude to certain issues of the discipline and so on. In terms of implementation of the competence approach the exam assesses the level of mastering the competences stipulated by the qualification requirements. Each paper consists of three practical situations that involve solving typical professional problems in the workplace and can diagnose the level of the theoretical knowledge of students and the level of competence in the discipline.

*The examination paper includes* one heuristic and one diagnostic tasks that are evaluated according to the Provisional Regulations "On the Procedure of Assessment of Students' Academic Performance on the Accumulative Point Rating System" of S. Kuznets KhNUE.

A student who, for a good documented reason, had no opportunity to participate in this form of control, that is, did not fulfill the content module, has the right to do it within two weeks after returning to studies as ordered by the dean of the faculty, before the deadline.

A student cannot be admitted to sit the exam if the number of points obtained in the current and module control during the semester, has not reached 35 points. After examinations the dean of the faculty shall order the liquidation of academic debts. In due time the student can gain the scoring points.

Students should be considered qualified if the sum of points obtained as a result of the final semester assessment of the performance equals or exceeds 60. The minimum number of points for the current and module control during the semester is 35 and the minimum possible number of points gained at the exam is 25.

The result of the semester exam is assessed in points (maximum is 40 points, the minimum credited number is 25 points) and entered in the Register of the Academic Performance.

The final score on the discipline is calculated on the basis of scores obtained at the examination and during the current control on the cumulative system. The total result in points per semester is: 60 points or more – passed; 59 or less points – failed which is entered in the Register of the Academic Performance on the discipline. In the case of less than 60 points the student

must do a test at the end of the examination period in the time set by the dean, but not later than two weeks after the start of the semester. In the case of another getting less than 60 points the dean of the faculty appoints a board of three professors headed by the department head and defines the period of resitting the test, followed by a decision in accordance with the law in action: "passed" – the student continues to study according to the schedule of the educational process, and if "not passed", then the dean of the faculty offers the student a repeated self-study of the discipline during the next academic period.

## **A sample examination card**

Form No. ...

### **SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

Educational qualification "master"

Training direction: "Business Administration". Semester II

The academic discipline "Managing Development"

### **EXAMINATION CARD No. 1**

You are a manager in the company (according to the classification of occupations). You have to solve the tasks that follow.

**Task 1 (diagnostic).** Expand on the essence of the concept of development and its components. In what way do regularity, stochasticity and uncertainty of the development processes manifest themselves? Describe the company varieties and factors that influence the choice of development.

#### **Task 2 (heuristic)**

1. The JSC "Sphere" belongs to the engineering industry and manufactures products focused on the end user.

2. The control system is hierarchical, the type of the organizational structure is divisional, the management style is autocratic.

3. The company has experienced staff, whose average age is 55 years. The workers are accustomed to the established clearly regulated work.

4. The company is able to obtain favorable long-term loans.
5. The company operates with a profit, its profitability is above the sector average.
6. The company has established relationships with suppliers of materials and components from well-established logistics schemes.
7. The company has its own site with well-elaborated information about the company, as well as high-speed access to Internet resources.
8. The company has a modern information system that covers all the structural units.
9. The company has established product markets and good image in the eyes of the consumers of its products.
10. 80 % of the company products is at the maturity stage and 20 % at the stage of decline.

Task. Based on the above information and the macroeconomic situation in Ukraine choose the company expedient change (transformation) and justify it through benefits, risks and key processes and incentives. Suggest an appropriate type of development (innovation, reengineering, restructuring).

### **Task 3 (diagnostic)**

The diversified company "Sphere" has chosen the general form of change (transformation) and the appropriate type of development (see solution to task 2). Based on this:

- give suggestions on the key position personnel development program – suggest the appropriate development tools;
- propose and justify a set of management principles that ensure the implementation of the proposed development tools.

Approved at the Management and Business Department meeting, minutes No. ... dated ... 2016.

Examiner \_\_\_\_\_ Head of department \_\_\_\_\_

The total score for the exam consists of the total number of points for all the tasks which is rounded to the whole number according to the rules of mathematics.

The algorithm for carrying out each task includes separate stages that vary in complexity, credit value and importance for solving the problem.

Therefore, specific tasks and solution stages are evaluated separately from each other as follows:

**Task 1 (10 points):**

- 2 points for the logic of the teaching material;
- 1 point for cleanliness of presentation of the results;
- 4 points for proper representation and use of analytical tools;
- 1 point for expressing the opinion;
- 1 point for drawing a conclusion;
- 1 point for the availability of conclusions and guidelines for the use of the theoretical results.

**Task 2 (20 points):**

- 1 point for cleanliness of presentation of the results;
- 1 point for availability of sound conclusions;
- 1 point for the logic of the teaching material;
- 3 points for the choice of the form;
- 3 points for the choice of direction;
- 3 points for the selection of the type of development;
- 2 points for justification of the choice of direction;
- 2 points for justification of the selected type of development;
- 2 points for justification of the choice of the form;
- 2 points for the proper handling of information in terms of job.

**Task 3 (10 points):**

- 2 points for the selection of principles;
- 3 points for the selection of indicators;
- 2 points for the selection of keys;
- 3 points for justification of the principles.

## **10. Distribution of students' points**

The system of evaluation of the level of students' professional competences is given in Table 10.1.

Table 10.1

### The system of evaluation of the level of students' professional competences

Professional competence	Week	Hours	Form of studying	Assessment			
				Form of control	Maximal point		
1	2	3	4	5	6		
<b>Content module 1. The methodological bases of managing development</b>							
The ability to analyze the information on the economy factors influencing the characteristics of economic processes and select and justify, on that basis, management principles of development	1	in class	2	Lecture	Theme 1. Managing strategic development of enterprises in the economy (basic definitions, ideas and concepts)	Work at the lecture	1
			2	Practice	Discussion of the main issues of the discipline, written response to the question "What do I expect from this discipline (knowledge, skills, competences)?" Getting questions for the seminar and tasks for individual work	Active participation in the practice	1
		ind.	3	Preparation for lessons	Search, selection and study of the literature for the theme Search, selection and study of the literature for the answers	Checking the home task	
The ability to analyze the information on the economy factors influencing the characteristics of economic processes and select and justify, on that basis, management principles of development	3	in class	2	Lecture	Theme 2. The development methodology	Work at the lecture	1
			2	Practice	Discussion of the main issues of the discipline, the methodology of the enterprise development	Active participation in the practice	1
		ind.	13	Preparation for lessons	Search, selection and study of the literature for the theme Preparing a presentation	Checking the home task	7
The ability to analyze the information on the economy factors influencing the characteristics of economic processes and select and justify, on that basis, management principles of development	5	in class	2	Lecture	Theme 3. The development tools	Work at the lecture	1
			2	Practice	A seminar "Enterprise development methodology"	Active participation in the practice	1
		ind.	3	Preparation for lessons	Search, selection and study of the literature for the theme	Checking the home task	
The ability to ground and use the methodological approaches to the synthesis of strategic development of the enterprise management	7	in class	2	Lecture	Theme 4. Management principles of development	Active participation in the practice	1
			2	Practice	Solving practical tasks to determine the type, form and direction of development and selection of the relevant development principles		1

Table 10.1 (continuation)

1	2	3	4		5	6	
		ind.	14	Preparation for lessons	Search, selection and study of the literature for the theme Preparation and defence of the practical task	Checking the home task	7
The ability to identify and formulate enterprise problems, assess the resource potential and, based on the choice, justify the directions of development	9	in class	2	Lecture	Theme 5. The systems of indicators of managing the enterprise development. Theme 6. The development strategy of the enterprise	Work at the lecture	1
			2	Practice	Solving practical tasks to determine the type, form and direction of development	Active participation in the practice	1
		ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Active participation in the practice	
					Preparation for practice		
<b>Content module 2. Forms and types of enterprise development, conditions of applying the development principles</b>							
The ability to justify the direction of development, form and type of change necessary for the enterprise	11	in class	2	Lecture	Theme 7. Managing development based on innovation	Work at the lecture	1
			2	Practice	Solving practical tasks to determine the type, form and direction of development	Active participation in the practice	1
		ind.	14	Preparation for lessons	Search, selection and study of the literature for the theme Preparation and defence of the practical task	Checking the home task	7
The ability to justify the direction of development, form and type of change necessary for the enterprise	13	in class	2	Lecture	Theme 8. Development of enterprises based on strategic partnership. Theme 9. Development of enterprises through restructuring	Work at the lecture	1
			2	Practice	Solving practical tasks to determine the type, form and direction of development	Active participation in the practice	1
		ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Checking the home task	
	14	in class	2	Practice	Solving practical tasks to determine the type, form and direction of development	Active participation in the practice	1
			ind.	12	Preparation for lessons	Search, selection and study of the literature for the theme Preparation and defence of the practical task	Checking the home task
		ind.	22	Preparation for lessons	Search, selection and study of the literature for the theme Preparation for the test	Checking the home task	13
The ability to develop measures for the development of different types of enterprise resources (financial, information, labor)	15	in class	2	Lecture	Theme 10. The mechanisms of personnel development	Work at the lecture	1
			2	Practice	Solving practical problems	Active participation in the practice	1
		ind.	22	Preparation for lessons	Search, selection and study of the literature for the theme Preparation for the test	Checking the home task	13

Table 10.1 (the end)

1	2	3	4		5	6	
The ability to develop measures for the development of different types of enterprise resources (financial, information, labor)	16	in class	2	Lecture	Theme 11. Managing the development of the enterprise information resources. Theme 12. Managing the development of financial resources	Work at the lecture	1
			2	Practice	Presentation and defence of the individual task	Active participation in the practice	1
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme		Checking the home task	
				Preparation for the defence of the individual task			
	17		2	Practice	Discussion of the solved tasks and proposed solutions in the individual tasks	Active participation in the practice	1
		ind.	2	Preparation for lessons	Search, selection and study of the literature for the theme	Checking the home task	
		Preparation for the test					
	Session	in class	2	Pre-examination consultation	Solving practical problems	Final control	40
			3	Exam	Solving the exam card problems		
	ind.	10	Preparation for the exam	Reviewing the material of the modules			
<b>Total hours</b>			<b>150</b>	<b>Maximal points</b>			<b>100</b>

The maximal number of points which a student can get during the content module is given in Table 10.2.

Table 10.2

### Distribution of points according to the themes

Current control and individual work												Final test (exam)	Total
Content module 1						Content module 2						40	100
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12		
2	9	2	9	1	1	9	4	4	3	1,5	1,5		
Presentation						Test							
14						13							

Note. T1, T2 ... T12 are themes of the content modules.

The maximal number of points which a student can get during a week according to the forms and methods of studying is given in Table 10.3.

Table 10.3

**Distribution of points according to the weeks**

Theme of the content modules		Weeks	Lecture	Practice	Home task	Presentation	Test	Total
Content module 1. The methodological bases of managing development	Theme 1. Managing strategic development of enterprises in the economy (basic definitions, ideas and concepts)	1	1	1				2
	Theme 2. The development methodology	3	1	1		7		9
	Theme 3. The development tools	5	1	1	7			9
	Theme 4. Management principles of development	7	1	1				2
	Theme 5. The systems of indicators of managing enterprise development. Theme 6. The development strategy of the enterprise	9	1	1		6		8
Content module 2. Forms and types of enterprise development, conditions of applying the development principles	Theme 7. Managing development based on innovation	11	1	1				2
	Theme 8. Development of enterprises based on strategic partnership. Theme 9. Development of enterprises through restructuring	13	1	1	7			9
	Theme 10. The mechanisms of personnel development	15	1	2			13	16
	Theme 11. Managing the development of the enterprise information resources. Theme 12. Managing the development of financial resources	16	1	2				3
<b>Total</b>			<b>9</b>	<b>11</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>60</b>

The final mark for the academic discipline "Managing Development" is calculated on the 100-point scale according to the qualification requirements for students of all training directions (Table 11.4). For the discipline to be

credited, the minimal number of obtained points is 60 (35 points for current control, and 25 points for final control (examination)).

Table 10.4

### 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	

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4. Путятін Ю. О. Фінансові механізми стратегічного управління розвитком підприємства : монографія / Ю. О. Путятін, О. І. Пушкар, О. М. Тридід. – Харків : Основа, 1999. – 488 с.

5. Пушкарь А. И. Стратегическое управление развитием электронного бизнеса и информационных ресурсов предприятия (модели, стратегии, механизмы) / А. И. Пушкарь, Е. Н. Грабовский, Е. В. Пономаренко. – Харьков : Изд. ХНЭУ, 2005. – 480 с.

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1. Афонин И. В. Управление развитием предприятия. Стратегический менеджмент, инновации, инвестиции, цены : учебное пособие / И. В. Афонин. – Москва : Дашков и К, 2002. – 380 с.

2. Бритков В. Б. Анализ и тенденции развития современных систем управления предприятиями / В. Б. Бритков, Н. Д. Смольянинов // Системные исследования. Методологические проблемы : ежегодник. – Москва : Эдиториал УРСС, 2003. – С. 11–19.

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4. Гейтс Б. Бизнес со скоростью мысли / Б. Гейтс. – 2-е изд., испр. – Москва : Изд. ЭКСМО-Пресс, 2001. – 480 с.

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1. Електронний каталог Національної бібліотеки України імені В. І. Вернадського. – Режим доступу : [www.nbuv.gov.ua](http://www.nbuv.gov.ua).

2. Електронний каталог Харківської державної наукової бібліотеки імені В. Г. Короленка. – Режим доступу : <http://korolenko.kharkov.com>.

3. Сайт группы компаний ИНТАЛЕВ. – Режим доступа : <http://www.intalev.ru/index.php?id=92>.

4. Сайт Электронной библиотеки Grebennikon. – Режим доступа : <http://grebennikon.ru/journal-25.html>.

5. Сайт ООО "Интеллектуальный Партнер". – Режим доступа : <http://www.intelpart.com/manage/r-main.htm>.

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1. Лепейко Т. І. Інноваційний менеджмент / Т. І. Лепейко, В. О. Коюда, С. В. Лукашев. – Харків : Видавничий дім "ІНЖЕК", 2005. – 440 с.

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# Appendices

Appendix A

Table A.1

## The structure of the constituents of professional competences on the academic discipline "Managing Development" in accordance with the National Scope of Qualifications of Ukraine

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Constituents of the competence which is formed within the theme	Minimum experience	Knowledge	Ability	Communications	Autonomy and responsibility
1	2	3	4	5	6
Theme 1. Managing strategic development of enterprises in the economy (basic definitions, ideas and concepts)					
Identifying and formulating the enterprise problems, assessing the resource potential and, based on this, justifying directions of development	The essence of the concept of strategy, transformation economy, its characteristics	The economic substance of the category "managing development at enterprises", the main components of the development methodology	The ability to identify the factors of strategic development of the enterprise in the transformation economy	Presenting the results of determination of qualitative assessment of the enterprise strategic development	Responsibility for the correct answer and defending their own personal point of view
Theme 2. The development methodology					
Analyzing the factors that encourage the change and choosing appropriate tools for enterprise development	The essence of the concept of development, the ways of development	Management principles of the enterprise development	The ability to determine the structure and nature of the development methodology	Presenting the results of positioning of enterprises in the methodology of development	Responsibility for the correct answer and defending their own personal point of view
Theme 3. The development tools					
Analyzing information economy factors influencing the characteristics of economic processes	The essence of the concept of methodology, modern management techniques	The economic essence of development tools	The ability to determine the structure and the essence of development tools	Presenting the results of selection of correct tools of development	Responsibility for the correct answer and defending their own personal point of view

Appendix A (continuation)  
Table A.1 (continuation)

1	2	3	4	5	6
Theme 4. Management principles of development					
Selecting and justifying management principles of development	Definition of the notion and essence of the management principles of development	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 specific management principles of development	Presenting the results of selection of correct principles of development	Responsibility for the correct answer and defending their own personal point of view
Theme 5. The systems of indicators of managing enterprise development					
Using the system of indicators of managing development at enterprises	Definition of methodologies for estimating the efficiency of enterprises	The concept and the essence of the system of indicators of managing enterprise development	The ability to select the components of the system of indicators of managing enterprise development	Presenting the results of selection of the components of the system of indicators of managing enterprise development	Responsibility for the correct answer and defending their own personal point of view
Theme 6. The development strategy of the enterprise					
Justifying the development trends necessary for enterprises, the type and form of development change	Definition of strategy	The economic essence of the enterprise strategy	The ability to justify the development of the enterprise strategy	Presenting the results of selection of the managing development strategy at enterprises	Responsibility for the correct answer and defending their own personal point of view
Theme 7. Managing development based on innovation					
Justifying the development trends, the type and form of development change necessary for enterprises	The essence of the concept of innovation, management through innovation	Features of various types of development processes – innovation development, restructuring, business development through strategic partnerships, development through reengineering	The ability to justify managing development through innovation	Presenting the results of managing development through innovation	Responsibility for the correct answer and defending their own personal point of view

1	2	3	4	5	6
Theme 8. Development of enterprises based on strategic partnership					
Elaborating measures for the development of different types of enterprise resources (financial, information, labor)	Definition of strategy, strategic partnership, its requirements	Features of various types of development processes – innovation development, restructuring, business development through strategic partnerships, development through strategic partnership	The ability to justify the development of enterprises based on strategic partnership	Presenting the results of enterprise development based on strategic partnership	Responsibility for the correct answer and defending their own personal point of view
Theme 9. Development of enterprises through restructuring					
Justifying the development trends, the type and form of development change necessary for enterprises	Definition of restructuring, restructuring advantages and disadvantages	Features of various types of development processes – innovation development, restructuring, business development through strategic partnerships; development based on restructuring	The ability to justify the development of enterprises based on restructuring	Presenting the results of enterprise development based on restructuring	Responsibility for the correct answer and defending their own personal point of view
Theme 10. The mechanisms of personnel development. Theme 11. Managing the development of the enterprise information resources. Theme 12. Managing the development of financial resources					
Elaborating measures for the development of different types of enterprise resources (financial, information, labor)	Definition of different types of enterprise resources (financial, information, labor)	Models of managing the development of the enterprise personnel, finance, information resources	The ability to justify the enterprise development based on the development of different types of enterprise resources (financial, information, labor)	Presenting the results of enterprise development based on different types of enterprise resources (financial, information, labor)	Responsibility for the correct answer and defending their own personal point of view

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НАВЧАЛЬНЕ ВИДАННЯ

**Робоча програма  
навчальної дисципліни  
"УПРАВЛІННЯ РОЗВИТКОМ"  
для студентів усіх спеціальностей  
усіх форм навчання**

*Самостійне електронне текстове мережеве видання*

Укладачі: **Пушкар** Олександр Іванович  
**Лепейко** Тетяна Іванівна  
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Відповідальний за видання *Т. І. Лепейко*

Редактор *З. В. Зобова*

Коректор *З. В. Зобова*

Подано тематичний план навчальної дисципліни та її зміст за модулями й темами. Вміщено плани лекцій, практичних та семінарських занять, матеріали для закріплення знань (завдання для самостійної роботи, контрольні запитання), критерії оцінювання знань студентів, професійні компетентності, якими повинен володіти студент після вивчення дисципліни.

Рекомендовано для студентів усіх спеціальностей усіх форм навчання.

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