

## SYLLABUS

**Discipline “Managing development”  
Speciality 073 – Management  
Specialization “Business administration”  
for Master's (second) degree students  
1<sup>st</sup> academic year, 2<sup>nd</sup> semester, 5 credits**

(lectures – 20 hours; laboratory lessons – 20 hours; independent training – 80 hours)

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**Abstract.** 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 are able to adapt to external changes and make evidence-based optimal decisions providing efficient enterprise performance. The ability to achieve this is conditioned by professional training of future economic specialists and enterprise managers, which takes into account all aspects of the modern economic practice. The purpose of teaching the academic 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.

**Competence, which provides.** Identify and formulate the problems of the company, to evaluate resource potential and, based on choice and justify directions of development. Identify factors influence the characteristics of the information economy and economic processes and justify the choice of the basis of principles of management. To ground and use the methodological approaches to the synthesis of strategic development of the company.

**Discipline content:**

**Lectures:**

### **Content module 1 Methodological bases of Managing Development**

**Theme 1. Managing strategic development of enterprises in economy (basic concepts, 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 Megatrend (mega-trends). Trends in the development of organizations associated with the information revolution.

#### **Theme 2. Development Methodology**

Methodology for Development of Enterprises (MCI) - 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. 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 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 Indicators management systems of development businesses**

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).

### **6. Subject development strategy**

The structure of the domain formation and implementation of development strategies. Methodological approaches to the synthesis system of strategic development of the company. The technology of strategic development. Principles of strategic development of enterprises. Organizational-economic mechanism of strategic development of the enterprise.

## **Content module 2. Forms and types of enterprise development, conditions of use**

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

The concept of innovation and innovation. The Law of Ukraine "On innovation activity" №40-and from 04.07.2002r. Classification of innovations and innovative processes. The innovative cycle. Economic conditions of innovative development of enterprise in an unstable environment. Mechanisms of innovative enterprises in Ukraine. Sources of innovation ideas. The main tasks of innovation. The stages of the innovation process. The procedure for selecting innovation strategy. The strategic combination in a ratio of "market - product." Features adoption decisions in managing innovation.

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

Form a group of enterprises. Classification integration groups. Background of the associations. 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. Objects integration group management companies (IUHP). Features of the functions of systems IUHP. Specific principles of integration management group of companies. The sequence of formation of IUHP.

### **Theme 9. Development of the company by restructuring**

Enterprise restructuring - definition. Basic aspects of the restructuring of the company. The modern view of the restructuring of enterprises. Mechanisms restructuring. The analysis of examples of successful transformation of foreign companies. Examples of transformation. (Ukraine).

### **Theme 10. Mechanisms of personnel development**

Development of personnel - definition. Aspects of personnel. The structural aspect of development. Examples of administrative actions on staff development. Cultural values aspect of development. Professional competentive 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. Administrative aspect - training in teamwork. Information aspect of development.

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

Development of Information Resources (IR) company - the definition of basic concepts. Specificity IP application. Elements of information resources and forms of expression. Structure factors of strategic information resources. Contour IP management development company. Technology development strategy IP. Performance IP strategic development of the company. The sequence of phases monitored IP resources. The method of selecting projects of IP strategies. Relationship processes of change factors Objects with IP modules. Strategic Management of Information Resources personnel.

### **Theme 12. Managing Development of financial resources**

Concept creation and implementation of the financial strategy of the company. The methodical approach to the development of financial strategy of the company. The mechanisms of formation and implementation of financial development strategy: principles, methodology, technology and tools. The formulation system of strategic objectives and development of financial system of indicators to measure the degree of achievement. Technology decision-making in the management of the financial strategy of the company. 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.

## Structure of laboratory lessons:

### Content module 1 Methodological bases of Managing Development

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

Identifying problems of enterprises and the development of alternative decisions on the choice of the form of development

#### Theme 2. Development Methodology

Select the direction of development

#### Theme 3. Development Tools

Development of the key activities of the program

#### Theme 4. Management principles of development

Choice and justification of the principles the implementation of development programs

#### Theme 5 Indicators management systems of development businesses

Feasibility of indicators of the effectiveness of the company's development

#### 6. Subject development strategy

The strategy of the development of the organization

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

#### Theme 7. Managing Development based on innovation

Features of decision making in the management of innovation

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

Conduct analysis of strengths and weaknesses in strategic alliances

#### Theme 9. Development of the company by restructuring

Analysis of successful examples of restructuring companies

#### Theme 10. Mechanisms of personnel development

Select an option of the program of training and staff development

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

Selection of projects of development strategy of information resources of enterprise

#### Theme 12. Managing Development of financial resources

The formation of the financial strategy of the company

#### Evaluation criteria:

Taking into account the importance of each form of current control, the success of student training of the discipline is evaluated in the corresponding scores by the formula:

$$R = 2 * A + 2 * B + C + 24 * D,$$

де R – the final maximum score that a student can obtain for the successful completion of all forms of current control;

A - the maximum number of points a student can get for the theoretical control work on the content of the content module (A = 10);

B - the maximum number of points a student can get for practical control work on the content of the content module (B = 15);

C - the maximum number of points a student can receive for the protection of individual tasks (C=26);

D – the maximum number of points a student can get for presence in the class (D=1).

The final mark for the academic discipline "Managing development" calculated on a 100-point scale according to the qualification requirements (Table 1).

Table 1

### 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	
60–63	E	satisfactory
35–59	FX	
1–34	F	
		unsatisfactory

The maximal number of scores which a student can get for the theme is given in Table 10.

Table 2

Current control an individusl work												IT	Total
Content module 1						Content module 2							100
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12		
2	2	2	2	12	17	2	2	2	2	12	17	30	

Note. T1, T2 ... T 12 – theme by the content modules;  
IT – individual task.

Scores for this scale are recorded in the progress report and other academic documentation.

**Form of control.** Pass.

### Literature

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