

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

**ЗАТВЕРДЖЕНО**  
на засіданні кафедри  
менеджменту та бізнесу  
Протокол № 1 від 25.08.2023 р.

**ПОГОДЖЕНО**  
Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

**УПРАВЛІННЯ РОЗВИТКОМ**  
робоча програма навчальної дисципліни (РПНД)

Галузь знань	<b>07 Управління та адміністрування</b>
Спеціальність	<b>073 Менеджмент</b>
Освітній рівень	<b>третій (освітньо-науковий)</b>
Освітня програма	<b>Менеджмент</b>

Статус дисципліни  
Мова викладання, навчання та оцінювання

**вибіркова**  
**англійська**

Розробник:  
к.е.н., доцент

Ольга МИРОНОВА

Завідувач кафедри  
менеджменту та бізнесу

Тетяна ЛЕПЕЙКО

Гарант програми

Василь ОТЕНКО

Харків  
2023

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

**APPROVED**

at the meeting of the department  
management and business  
Protocol № 1 of 25.08.2023

**AGREED**

Vice-rector for educational and methodical  
work

\_\_\_\_\_ Karina NEMASHKALO



**MANAGING THE DEVELOPMENT**

Program of the course

Field of knowledge **07 Management and administration**  
Specialty **073 Management**  
Study cycle **third (educational and scientific)**  
Study programme **Management**

Course status  
Language

**Elective**  
**English**

Developer:  
PhD (Economics),  
Associate Professor

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Olga MYRONOVA

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Vasyl OTENKO

Kharkiv  
2023

## INTRODUCTION

The course is required for the study of theoretical concepts and methodologies of managing the development of enterprises and organizations, approaches and criteria for determining and justifying the choice of development programs in a changing environment.

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

The main tasks of studying the course "Managing the development" are:

to study the theoretical foundations of development management;

to analyze and use of methodological approaches to manage the development;

to study of the principles of construction and further functioning of the system of managing the development;

to study of methods of construction and further functioning of the system of managing the development;

to study of methods of construction and further functioning of the system of managing the development.

The subject of the course is management technologies of business development under the modern conditions.

The object of the course is the process of enterprise development in the conditions of the information economy.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

### Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO 01	GC 01
	GC 02
LO 03	SC 04
	SC05
LO 04	GC 01
	SC 04
	SC 05

where LO 01. Apply modern tools and technologies for searching, processing and analyzing information, as well as statistical methods for analyzing data of a large volume and/or complex structure, specialized databases and information systems.

LO 03. Develop and research conceptual, mathematical and computer models of processes and systems, effectively use them to obtain new knowledge and/or create innovative products in the field of management and related interdisciplinary areas; apply existing methods of analysis of trends and patterns of development of macro- and micro-economic processes, in particular, methods of economic and mathematical modeling for making balanced management decisions; build a reasonable system of indicators as a basis for scientific research and forecast economic processes.

LO 04. Develop and implement scientific and applied projects that provide an opportunity to rethink the existing and create new holistic knowledge and/or professional practice in the field of management and administration and to solve significant scientific and technological problems in management in compliance with the norms of academic ethics and based on social, ethical, economic, environmental and legal aspects.

GC 01. Ability to identify, pose and solve problems; formulate and experimentally test scientific hypotheses, apply acquired knowledge in practice; continuous self-development and self-improvement in professional and/or scientific-pedagogical activities.

GC 02. Ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, setting and modeling of problems.

SC 04. Ability to initiate, develop, implement and manage scientific projects in management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights; to introduce innovative results of scientific research in the field of management into the practical activities of modern enterprises, institutions, and organizations.

SC 05. Ability to use the latest information technologies and tools, progressive software products, the possibilities of the global Internet network in the process of producing new knowledge, obtaining scientific and practical results in the field of management and in teaching practice.

## **COURSE CONTENT**

### **Content module 1. Methodological bases of managing the development**

#### **Topic 1. Managing the business development in the transformational economy (the basic notions, ideas and concepts)**

Modern ideas about science and system development. The essence and content development processes in economic systems. Subject area theory of strategic development of the company. Features of the operation and development of a modern economy. The concept of mega-trends. Trends in the development of organizations associated with the information revolution.

#### **Topic 2. The business development methodology**

Methodology for development of enterprises - the definition of basic concepts. Referrals development. Principles of development. The steps of the implementation. Opportunities for innovation. The four fundamental areas in directing development. Process-oriented modeling business.

#### **Topic 3. The business development tools**

Processes are implemented through strategic aspect of development of the company. The basic concept of transformation (business process Actors). Development of the management of enterprises. Factors that encourage the transformation of management models. The essence of the methodology (Methodology 20 keys). Keys in the quality and production efficiency. Keys are aimed at saving materials and the use of leading technologies. Keys are aimed at development of staff.

#### **Topic 4. Management principles of business development**

Key elements of the information economy. Impact factors on the characteristics of the information economy interaction processes. The principle of leadership, hierarchy, possible control supervision. The principle of compensation. The principle of the working class. The principle of value creation. Information principle, principle

of coordination. The principle of dynamic balance. The principle of performance problems. The principle architect. Principle strategic orientation. The principle of command. The communication principle. The principle of power. The principle of centralization / decentralization. The principle time cycle. The principle of control. The principle of conflict resolution. Principle opportunities. The principle of the framework.

#### **Topic 5. The systems of indicators of managing the business development**

Management of business development through indicators. Primary and secondary indicators. The use of secondary indicators at different levels of government. Balanced business indicators (Business Balanced Scorecard - BSC). Managing the development of business with BSC. Systems international standards - a source of quality performance indicators. TQM - total quality management. The system of quality standards ISO 9000. Examples of transformation of the company GE (values, initiative and cultural change).

#### **Topic 6. Strategy of an organization development**

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

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

#### **Topic 7. Managing the development based on innovation**

The concept of innovation and innovative development. Classification of innovations, innovation processes. Innovation cycle. Economic prerequisites for managing the innovative development of the enterprise in an unstable environment. Mechanisms of innovative development of Ukrainian enterprises. Sources of innovation ideas. The main tasks of innovative development. Stages of the innovation process. Procedure for choosing an innovation strategy. Strategic combinations in the market-product ratio. Features of decision making in the innovation management.

#### **Topic 8. Organization development based on strategic partnerships**

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

sequence of formation of these systems.

**Topic 9. Organization development based on restructuring**

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

**Topic 10. Mechanisms of personnel development at an enterprise**

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

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

Table 2

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

Name of the topic and/or task	Content
Topic 1 Task 1	Modern concepts of science about systems and development.
Topic 2 Task 2	Principles of development management.
Topic 3 Task 3	Methodology of 20 keys.
Topic 4 Task 4	Management principles of development.
Topic 5 Task 5	A balanced system of business indicators.
Topic 6 Task 6	Analysis of strengths and weaknesses in the alliance.
Topic 7 Task 7	Methodological approaches to the synthesis of the strategic development management system of the enterprise.
Topic 8 Task 8	Management of innovative development of the enterprise in an unstable environment.
Topics 9 Task 9	Mechanisms of restructuring.
Topic 10 Task 10	Aspects of personnel development.

The list of self-studies in the course is given in table 3.

Table 3

### List of self-studies

Name of the topic and/or task	Content
Topic 1 Task 1	Trends in the development of organizations associated with the information revolution.
Topic 2 Task 2	Process-oriented business modeling.
Topic 3 Task 3	Factors encouraging the transformation of management models.
Topic 4 Task 4	The influence of information economy factors on the characteristics of interaction processes.
Topic 5 Task 5	Total quality management.
Topic 6 Task 6	Specific principles of integrated management of a group of enterprises.
Topic 7 Task 7	Organizational and economic mechanism of strategic development of the enterprise.
Topic 8 Task 8	Peculiarities of acceptance. solutions in innovation management
Topics 9 Task 9	Analysis of successful examples of transformation of foreign companies.
Topic 10 Task 10	Examples of management actions for personnel development.

The number of hours of lectures, practical (seminar) and hours of self-study is given in the technological card of the course.

### TEACHING METHODS

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

Verbal (lectures (Topics 3, 4, 7, 8, 10); problem lectures (Topics 1, 2, 6).

Visual (demonstration (Topics 5, 9)).

Practical (reports with presentations based on the results of own research (discussion and brainstorming - topics 1-10)).

### FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and

is evaluated by the amount of points scored:

– for courses with a form of semester control as grading: maximum amount is 100 points; minimum amount required is 60 points.

The final control includes current control and assessment of the student.

Semester control is carried out in the form of grading.

The final grade in the course is determined:

– for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

During the teaching of the course, the following control measures are used:

Current control: current written tests (maximum score – 10 points (two tests during the semester, total maximum number of points – 20 points)); competency oriented task (maximum score – 10 points (two tasks during the semester, total maximum number of points – 20 points)); final written test (maximum score – 20 points); individual scientific and research task (maximum score – 40 points).

Semester control: Grading.

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

## RECOMMENDED LITERATURE

### Main

1. Управління розвитком [Електронний ресурс] : навчальний посібник у схемах і таблицях українською та англійською мовами / О. І. Пушкар, О. М. Миронова, О. В. Гаврильченко, А. С. Сорокіна. – Харків : ХНЕУ ім. С. Кузнеця, 2018. – 155 с. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/22144>.

### Additional

2. Faguet J-P. Development management. Undergraduate study in Economics, Management, Finance and the Social Sciences / J-P. Faguet. – London : The London School of Economics and Political Science, 2011. – 54 p.

3. Kobayashi I. 20 Keys to Workplace Improvement / I. Kobayashi. – London : Routledge, 2018. – 304 p.

4. Rayevnyeva O. Models of forecasting of enterprise's behavior in non-stationary external environment / O. Rayevnyeva, T. Touzani // Estudios de Economia Aplicada this link is disabled, 2021, 38(4). – Access mode: <http://ojs.ual.es/ojs/index.php/eea/article/view/3998>. DOI: <https://doi.org/10.25115/eea.v38i4.3998>.

5. Pliekhanova T. Economic development of the enterprise: essence, classification, evaluation methods / T. Pliekhanova // Міжнародний науковий журнал «Інтернаука». Серія: «Економічні науки». – 2020. – № 6 (50). – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/25631>.

6. Davydova O. Sustainable Development of Enterprises with Digitalization of the Economic Management / O. Davydova, N. Kashchena, T. Staverska, H. Chmil //



International Journal of Advanced Science and Technology. 29(8s). – 2020. – Pp. 2370–2378. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/23535>.

7. Myronova O. Types of organizational transformations during an enterprise development / O. Myronova, I. Kazmin // Сучасні підходи до креативного управління економічними процесами : матеріали XIV Міжнародної науково-практичної конференції, 13-14 квітня 2023 р. - Київ: НАУ, 2023. – Т. 1. - С. 278-280. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/30499>.

### **Information resources**

8. Balanced Scorecard Basics [Electronic resource] / Balanced Scorecard Institute. – Access mode: <http://www.balancedscorecard.org/BSC-Basics/About-the-Balanced-Scorecard>.

9. Pavel N. Different agile methodologies: find which one fits best your needs [Electronic resource] / N. Pavel. – Access mode : <https://kanbanize.com/blog/right-agile-methodology-for-your-project>