

# SYLLABUS

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**INTERNATIONAL EUROPEAN  
UNIVERSITY**



**EUROPEAN SCHOOL  
OF BUSINESS**



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Course Name				
		Enterprise management technologies		
Lecturer (s)				
		Iryna Boiarko, Doctor of Economics, professor, professor at the Department of Management, Finance and Business Administration		
Lecturer's profile				
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Form of final control		test	def. test	exam
		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



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## 1 Brief discipline annotation

Ensuring the interrelation of management processes with certain functions of the organization, managerial tasks corresponding to the implementation of such functions as production, quality, innovation, marketing, personnel, etc., causes the need to train a new type of managers – managers focused on advanced analytical and innovative activities. In this case, the only area of fulfilling such a task is to learn a set of management technologies, which application allows the management system to change a situation critically and to provide the shift to qualitatively new level of the organization of enterprise activities using different kinds of decision strategies: strategy of risk, strategy of management idea, strategy of efficiency, strategy of productivity, strategy of quality, strategy of cooperation, etc.

The study of the Enterprise management technologies discipline is an integral part of the training of management specialists and occupies a significant place in their practical activities. It is aimed at developing knowledge and skills of choosing appropriate procedures and performing the sequence of actions, information transformations and organizational interactions in accordance with the problem situation in enterprise activities and taking into account the particularities of the subject area of such activities, developing the ability to apply the innovative system of methods to identify and use the hidden potential of production and economic, financial and economic, resource and technological systems of the enterprise, obtaining the best possible social and economic results with minimal managerial expenses.

## 2 Background for studying discipline

To study the discipline, students should learn the obligatory components of the professional training course (Organizational theory, Management). Successful study of the discipline creates conditions for better study of the following obligatory components of the professional training course: Organization of entrepreneurial activity, Controlling, Methods for management decision making, Operations management, Human resource management, Project management. The obtained learning outcomes are useful for successful undergoing of On-the-job practical training, Technological practical training, Educational practical training and Bachelor's thesis.

## 3 Goal and objectives of the discipline

The goal of the discipline is to provide students with a system of relevant theoretical knowledge, abilities and practical skills of choosing and applying management technologies focused on solving general, specific and specialized tasks of achieving the objectives of the enterprise, methods and means to achieve long-term and short-term goals and objectives of business entities.

Key objectives of the Enterprise management technologies discipline are to develop special knowledge and practical skills of:

- the essence and content of enterprise management technologies;
- principles and conditions of applying different classes and types of technologies for implementing various management roles and technologies for different elements of management;
- methods for identifying and using the hidden potential of production and economic, financial and economic, resource and technological systems of the enterprise, obtaining the best possible social and economic results with minimal managerial expenses;
- choosing appropriate procedures and performing the sequence of actions, information transformations and organizational interactions in accordance with the problem situation in enterprise activities and taking into account the particularities of the subject area of such activities;
- seeking reserves to increase the efficiency of enterprise activities.

## 4 ECTS credits

3 ECTS credits – 90 academic hours



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## Learning outcomes

Integrated final program learning outcomes encouraged by the academic discipline:

### Program learning outcomes

PLO 3. To show knowledge of theories, methods and functions of management, contemporary leadership concepts.

PLO 4. To show skills in defining problems and grounding managerial decisions.

PLO 6. To define skills in finding, collecting and analyzing information, calculating criteria for grounding managerial decisions.

PLO 8. To apply management methods for ensuring efficient organization operations.

PLO 12. To assess legal, social and economic consequences of organization functioning.

PLO 20. To show skills in applying information, communication and innovative technologies.

### After learning the academic discipline, students will be able to:

LO1. Know the content of enterprise management technologies, the essence of the process of technologization of enterprise management, technological management tools, principles, conditions and procedure for developing management technologies, the sequence of work on the design of technological management processes

LO2 Define the main types of management technologies and make their choice in accordance with the needs of solving general, specific and specialized management tasks, understand the role of enterprise management technologies in ensuring the efficiency of business operations

LO3 Organize information support of the management process at the enterprise in the official records management system

LO4 Show the ability to use theoretical knowledge for purposeful management of enterprise activities in the context of changing environment, risks and uncertainty, development, adoption and implementation of the most appropriate managerial decisions in the process of current work, as well as to solve non-standard production tasks and overcome crisis and problem situations

LO5 Know and apply special analytical tools, qualitative and quantitative indicators to assess the performance and efficiency of enterprise management

LO6 Understand the content and efficiently apply cutting-edge technologies of strategic analysis, value-based management, project technology, business communication, team building, and others in accordance with the specified tasks to ensure the efficiency of the enterprise

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## Discipline structure

Content sections and topics	Amount of hours											
	full-time mode of study						part-time mode of study					
	total	including					total	including				
		l	p	lab.	ind.	i. w.		l	p	lab.	ind.	i. w.
<b>Content section 1. Theoretical principles of the technologization of enterprise management</b>												
Topic 1. Essence of enterprise management technologies	6	1	1	-	-	4	6	-	-	-	-	6
Topic 2. Fundamentals of technologization of managerial activities	6	1	1	-	-	4	8	1	-	-	-	7
Topic 3. Classification of management technologies	6	1	1	-	-	4	6	-	-	-	-	6
Topic 4. Decision making technologies in management	6	1	1	-	-	4	9	1	1	-	-	7
Topic 5. Enterprise building technologies. Organizational modeling and designing	7	2	1	-	-	4	8	-	-	-	-	8
Topic 6. Productivity and efficiency of enterprise management technologies.	7	2	1	-	-	4	8	-	-	-	-	8



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## 6 Discipline structure

<b>Total per content section 1</b>	<b>38</b>	<b>8</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>24</b>	<b>45</b>	<b>2</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>42</b>
<b>Content section 2. Particularities of the implementation of enterprise management technologies in certain areas</b>												
Topic 7. Technologies for implementing managerial roles	7	1	1	-	-	5	8	1	-	-	-	7
Topic 8. HR management technologies	7	1	1	-	-	5	7	-	-	-	-	7
Topic 9. Information processing technologies in enterprise management	8	2	1	-	-	5	7	-	-	-	-	7
Topic 10. Business communication technologies	8	2	1	-	-	5	7	-	-	-	-	7
Topic 11. Innovative technologies of enterprise management	7	1	2	-	-	4	9	1	1	-	-	7
Topic 12. Enterprise management technologies in the context of crisis, risk and uncertainty	7	1	2	-	-	4	7	-	-	-	-	7
<i>Individual research task</i>	8	-	2	-	-	6	-	-	-	-	-	-
<b>Total per content section 2</b>	<b>52</b>	<b>8</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>34</b>	<b>45</b>	<b>2</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>42</b>
<b>Total hours</b>	<b>90</b>	<b>16</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>58</b>	<b>90</b>	<b>4</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>84</b>

## 7 List of obligatory tasks

1. Essence of enterprise management technologies.
2. Place of management technologies in the system of social technologies.
3. Subject, subject matter, goals, means and methods of work in management.
4. Areas of developing enterprise management technologies.
5. Management operations and procedures.
6. Technologization of management activities.
7. Conditions for the process of management technologization.
8. Principles of management technologization.
9. Properties of management technologies. Requirements for management technology.
10. Factors of formation of enterprise management technology.
11. Sequence of work on the design of technological management processes.
12. Types of management models and their combination.
13. Stages of management model construction.
14. Basic technological documents.
15. Classification of management technologies.
16. Fundamental, futurological (basic), situational and standard (package) management technologies.
17. Two-tier structure of target management technologies. Program-targeted, statutory and initiative targeted management technologies. Technologies for preparing administrative decisions and technologies for their implementation.
18. Technologies for implementing managerial roles.
19. Technologies of management elements.
20. State-of-the-art technologies of efficient enterprise management: time management, theory of system constraints (throughput); shift from quantity to quality; management decision-making algorithm; establishment of feedback between structural divisions.
21. Decision-making technologies in management.
22. Requirements for the content of decisions.



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## List of obligatory tasks

23. Conditions for making managerial decisions.
24. Solution designing technologies.
25. Methods of involving personnel in decision-making.
26. Mechanism of decision optimization. Models and methods of decision optimization.
27. Methods and tools for substantiating managerial decisions: quantitative and qualitative; forecasting methods, payment matrix, decision tree.
28. Substantiation of managerial decisions in the context of uncertainty.
29. Organization and control of execution of decisions.
30. Enterprise building technologies. Organizational modeling and design.
31. Productivity and efficiency of enterprise management technologies.
32. Criteria for the efficiency of management technologies.
33. Efficiency of managerial work. Quality of organization management.
34. Performance management: key approaches.
35. Parameters of the impact of management technologies on people and the enterprise. The power of impact. The depth of impact. Range of impact.
36. Assessment of the impact of management technologies on the enterprise's efficiency.
37. Diagnostics of powerful and weak internal sides of the enterprise.
38. Diagnostics of the quality of organization management.
39. System of characteristics for assessing the efficiency and quality of organization management.
40. Types of Mintzberg's Management Roles. Analysis of the content of managerial work according to management roles.
41. Technologies for the exercise of power in enterprise management.
42. Communication and business communication technologies.
43. Personnel motivating technologies.
44. Cutting-edge technologies of team building at an organization. Team building technologies.
45. Coaching technologies and their application in the development of personnel of the organization.
46. Emotional competence (EQ) in the development of management personnel.
47. Technology for assessing the performance of employees at the organization.
48. Performance Management as a technology for improving the performance of staff.
49. Assessment Center technology and its application in employee evaluations.
50. Assessment of employee performance according to the Hay Group method.
51. Information processing technologies in enterprise management.
52. Official records management as a management technology.
53. Business communication technology.
54. The structure of a business interview, the content and objectives of each state, tools necessary to achieve them.
55. Business meetings. Technology for preparing and conducting business meetings.
56. Enterprise presentation technology.
57. Discussion technology and its application in enterprise management.
58. The use of various types of communication for efficient interaction with the organization's employees and partners in the external environment.
59. Technological support for conflict resolution.
60. The use of strategic analysis and value-based management technologies in the management system of enterprises.
61. Project technologies in enterprise management.
62. Digitalization of managerial activity of enterprises.
63. State-of-the-art marketing technologies.
64. Enterprise management technologies in the context of crisis, risk and uncertainty.
65. Personnel dismissal technologies during the crisis: downsizing, reengineering and outplacement.
66. Reengineering of management processes.
67. Outsourcing, outstaffing, leasing in the context of crisis.

## 8 List of selective tasks

1. Organizational design.
2. Enterprise management technologies based on the concept of life cycle.
3. Enterprise management organization.
4. Management models.
5. Technologies for managing enterprises of different organizational and legal forms.
6. Technologies for managing associations of enterprises.
7. Technologies for managing foreign economic activity of enterprises.
8. Multifunctional management systems.
9. Team management technologies.
10. Technologies for managing organizational conflicts
11. Technologies for managing the economic security of the enterprise.
12. Technologies of enterprise investment activity management
13. Diagnostics of the quality of enterprise management
14. Technologies of enterprise efficiency management.
15. Change management technologies at an enterprise.
16. Technologies of enterprise development management.

## 9 Discipline features

Period of teaching	Semester	International disciplinary integration	Year of study	Courses: general training/ professional training/elective
1 semester	6th semester	available	3th year or second accelerated year	Compulsory discipline

## 10 Assessment system and requirements. General system of discipline assessment

As part of discipline teaching, one carries out current and final control of students' knowledge.

The final grade in the form of an exam is given according to the total rating of students.

<https://ie.u.edu.ua/docs/pol-mark-esb.pdf>

According to the results of current control during a semester, students can obtain 100 points maximally, the minimum sum of points allowing students to pass the discipline is 60 points.

Correlation between national and ECTS grades and student rating: <https://ie.u.edu.ua/docs/pol-mark-esb.pdf>

## 11 Admission to final control

The minimum amount of points that should be obtained by students for current educational activities during a semester to be admitted to the final control is 36 points. The grade for the discipline is defined as a sum of the final points for current activities and the points for the final control and is expressed due to the multipoint scale.

The grade for the discipline completing with the exam is determined as the sum of points for current learning activities (at least 36), points for individual independent work of students (no more than 6) and points for the test (at least 24).

The overall points of the discipline are 100. The total grade for the discipline is given according to the national and European scale.

The final control in the form of an exam is carried out after learning all the topics of the discipline, during the examination session.

<https://ie.u.edu.ua/docs/050.pdf>



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## 12 Discipline policy

To ensure fruitful learning and cognitive activities of students while studying the discipline, one holds relevant lectures in the form of presentations, case studies, group work and practical discussion classes. During classes and at the University, students should respect lecturers, staff and other students, attend classes according to the schedule, come on time and not leave classes without lecturer's permission. All assignments should be performed by the deadlines.

The teaching staff should constantly advance their professional level, teaching skills, general culture, as well as provide students with appropriate conditions for learning educational programs according to the requirements for the content, level and capacity of education, and encourage their comprehensive professional development. Lecturers should follow the curriculum, not be late for classes, not allow any manifestations of corruption, discrimination, bullying, harassment and infringement of the students' rights.

## 13 Policy of absence and late task performance

Students who miss the current control for valid reasons confirmed by documents have the right to take current control within two weeks after returning to studying.

Students who have missed classes without valid reasons, have not participated in current control activities, have not liquidated academic failure are not admitted to the final semester control of this discipline. In this case, an academic staff member puts a mark 'non-admission' in the exam record.

Repeated taking of the exam in the discipline is appointed in case of accomplishing all types of educational, independent (individual) work stipulated by the working program of the academic discipline and is carried out according to the approved schedule of academic failure liquidation.

<https://ie.u.edu.ua/docs/050.pdf>

## 14 Academic integrity policy

Participants in the educational process rely on the academic integrity principles QR Code: <https://ie.u.edu.ua/docs/011.pdf>

## 15 Recommended sources of information

### Primary literature:

- Dovhan L.Y., Veduta L.L., Mokhonko H.A. Human resource management technologies. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute, 2018. 512 p. 2nd
- Monastyrskyi H.L. Theory of organization: textbook. 2nd edition, supplemented and revised. Ternopil: Krok, 2019. 368 p.
- Management: study guide / N.S. Krasnokutska, O.M. Nashchekina, O.V. Zamula et al. Kharkiv: Madrid Printing House, 2019. 231 p.
- Shkilniak M.M., Ovsianiuk-Berdadina O.F., Krysko Z.L., Demkiv I.O. Management: study guide. Ternopil: Krok, 2017. 252 p.
- Feinzibelt L.S., Zhukovska O.A., Yakymchuk V.S. Decision-making theory: textbook. Kyiv: Education of Ukraine, 2018. 246 p.
- Yakovenko O.I. Project and risk management: study guide. Nizhyn: PE Lysenko M.M. Publisher, 2019. 196 p.
- Shevchenko L.S. Strategic and innovative management: study guide. Kharkiv: Yaroslav the Wise National Law University, 2019. 155 p.



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## Recommended sources of information

### **Additional literature:**

- Kopytko M.I. Management of innovations: study guide for self-study of the discipline in diagrams and tables. Lviv: Lviv State University of Internal Affairs, 2019. 292 p.
- Innovative development of the enterprise: study guide / Puhach A.M., Demchuk N.I., Dovhal O.V., Kriuchko L.S, Tiahlo N.V., Shvets V.M. Individual Entrepreneur, 2018. 348 p.
- Zhyvko Z.B., Svatiuk O.R., Kopytko M.I. Corporate management in the economic security system: study guide; edited by Z.B. Zhyvko. Lviv: Lviv State University of Internal Affairs, 2018. 456 p.
- Anti-crisis management: study guide / Skibitska L.I., Matveiev V.V., Shchelkunov V.I., Podrieza S.M. K: Center for educational literature, 2019. 583 p.
- Luhova V.M., Holubiev S.M. Fundamentals of self-management and leadership: study guide. Kharkiv: KhNUE named after S. Kuznets, 2019. 212 p.

### **Information resources:**

- State Statistics Service of Ukraine. URL: <http://ukrstat.gov.ua>
- Government portal. URL: <http://www.kmu.gov.ua>
- Internet portal for managers. URL: [www.management.com.ua](http://www.management.com.ua)
- Internet portal on management issues. URL: [www.12manage.com](http://www.12manage.com)
- Ukrainian Business Information Network. URL: [www.liga.net](http://www.liga.net)

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## Tips on successful study during the course

**If you want to succeed in this discipline, you should be:**

- **persistent, attentive and curious;**
- **creative, cheerful, and open to communication and discussions;**
- **ready to acquire information and knowledge about the subject not only during lectures but also during extracurricular activities.**

**See you at classes!**