

SYLLABUS

INTERNATIONAL EUROPEAN
UNIVERSITY



EUROPEAN SCHOOL
OF BUSINESS

Business Administration in the Context of Transformations

2024



SYLLABUS



Course and educational program	Business Administration in the Context of Transformations Management and Business Administration EP, Marketing and Advertising Business EP
Course description	Major transformational changes in the structure of the world economy in post-industrial society causes the need to adapt Ukrainian enterprises to the new economic environment, its requirements and laws. Under the pressure of external circumstances, enterprises have to constantly develop, create additional competitive advantages, which is possible only in the system of adequate and prompt changes. In such conditions, it is the changes and their management that should become the main tool for efficient enterprise operations.
Prerequisites for studying	Principle , techniques, methods and means of change management in industrial and economic activities of enterprises, corporations, business associations and other organizations operating in the context of transformations and changes to improve the efficiency and competitiveness of business on national and foreign markets.
Number of credits/hours	3 ECTS credits / 90 academic hours
Learning format	Blended learning
Classroom location	https://dist.ieu.edu.ua/course/view.php?id=663
Lecturer's full name	Oleksii Hutsaliuk , Doctor of Economics, Professor, Professor at the Department of Management, Finance and Business Administration
Department	Department of Management, Finance and Business Administration: 
Office location	42V Akademika Hlushkova Ave., Kyiv, room 511
Consulting	Every Tuesday from 2 p.m. to 3:30 p.m. by appointment via corporate e-mail
Lecturer's e-mail address	oleksiihutsaliuk@ieu.edu.ua
Course objectives	To provide future Masters with modern systemic thinking and a set of special abilities, practical knowledge and skills of efficient business management in the context of transformations and changes.

<p>Role of the academic discipline in achieving program learning outcomes</p>	<p style="text-align: center;"><i>Specialty: 073 Management</i></p> <p>PLO 3. To design efficient systems of corporate management. PLO 4. To ground and manage projects, generate entrepreneurial ideas. PLO 6. To have skills in making, grounding and implementing managerial decisions in unpredictable conditions, taking into account the current legislation, ethical considerations and social responsibility. PLO 7. To arrange and conduct efficient communication in the team, with representatives of different professional groups, and in the international context. PLO 13. To be able to plan and conduct information, methodical, material, financial and staff support of the organization (subsidiary). PLO 14. To be able to carry out research activities and reason your viewpoint. PLO 15. To ground and apply investment tools in management activities. PLO 16. To be able to run businesses in the unstable competitive business environment. PLO 17. To be able to detect and investigate components of corporate financial security, ensure and keep its high level.</p> <p style="text-align: center;"><i>Specialty: 075 Marketing</i></p> <p>PLO 7. To be able to establish and improve the marketing system of the market entity. PLO 10. To justify marketing decisions at the level of the market entity using modern management principles, approaches, methods, techniques. PLO 13. To manage marketing activities of the market entity as well as its divisions, groups and networks, to determine criteria and indicators for its assessment. PLO 17. To develop and manage marketing policy in the context of transformation of business processes, environment, unstable competitive field, taking into account international experience to achieve strategic goals and efficiency of the enterprise. PLO 18. To use systemic and synthetic approaches to marketing management of enterprises based on innovative principles, focusing on the principles of integrity, flexibility and adaptability.</p>
<p>Learning outcomes</p>	<ul style="list-style-type: none"> - to know the theory of change management in an organization; - methods of planning and implementation of complex changes in business management; - to understand the essence and meaning of the concept of resistance to change; - to develop an effective action plan for introducing change; - to lead the change process at different stages of business development; - to monitor and analyze the change process - to apply change management models of individual behavior of the personnel;

	<ul style="list-style-type: none"> - to monitor and analyze the change process - to assess the efficiency of organizational changes, etc.
Course content	<p>Topic 1. Theoretical basics of business management in the context of transformations and changes.</p> <p>Topic 2. Types, kinds and levels of changes at organizations.</p> <p>Topic 3. Organizational principles of team-based changes in business management in the context of transformations.</p> <p>Topic 4. Management models in the context of transformations and changes.</p> <p>Topic 5. Management and leadership in change management.</p> <p>Topic 6. Preparation and planning in change management.</p> <p>Topic 7. Development of business organizations in the context of changes and the mechanism for their implementation.</p> <p>Topic 8. Features of managing resistance to change and overcoming it.</p> <p>Topic 9. Traditional and modern methods of business management in the context of transformations and changes.</p> <p>Topic 10. Re-engineering of business processes and organizational development in the context of transformations and changes.</p> <p>Topic 11. Change management in strategic development of business organizations to achieve sustainable development goals.</p> <p>Topic 12. Management of organizational culture in the process of changes.</p>
Books and materials	<ol style="list-style-type: none"> 1. Budnik M.M. Management of changes [Text]: textbook / M.M. Budnik, H.M. Kurylova. – Kyiv: Condor, 2017. – 225 p. 2. Mykolaichuk I.P. Management of personnel changes in the system of organizational development of the enterprise / I. Mykolaichuk, K. Kandahura // Bulletin of the Lviv Polytechnic National University. Series: Problems of Economics and Management. – 2019. - Edition 4. – P. 112-120. 3. Lozova T.I. Organizational and economic mechanism for managing corporate changes according to the criterion of sustainability [Text] / T.I. Lozova, H.Y. Oliinyk, A. Bielova // Economy and state. – Kyiv, 2019. – No. 3. - P. 4-9. 4. Pichuhina T.S. Change management. Study guide. – Kh.: Kharkiv State University of Food Technology and Trade, 2017. – 226 p. 5. Polinkevych O.M. Management of strategic changes and innovations at the enterprise: study guide / O.M. Polinkevych, I.H. Volynets. – Lutsk: Vezha-Druk, 2018. – 352 p.
Technical requirements for the course	<p>To work on the Business Administration in the Context of Transformations course, you need regular access to a computer (or phone) and the Internet.</p> <p>In order to successfully study and pass the course exam, you should first explore the distance learning platform (Moodle) and study all folders that already contain or will contain information or materials for the</p>

	<p>course. You will also have to download and create documents, watch videos, or create them.</p> <p>You can use distance platforms only using corporate e-mail.</p> <p>If you are unable to attend the course, you should notify the Dean's Office or your class representative or the course lecturer directly.</p>				
Learning process	<p>The Business Administration in the Context of Transformations course consists of lectures and practical classes.</p> <p><u>Lectures</u> use the following training methods: <i>lecture, conversation lecture, discussion, discussion of problematic issues, demonstration, analysis of various situations according to the lecture topic.</i></p> <p><u>Practical classes</u> use the following training methods: <i>questioning, testing, performing individual and team tasks, case studies, preparing reports and presentations, performing analytical and calculation works, solving specific problems and situations, brainstorming.</i></p> <div style="text-align: center;">  </div>				
Discipline features	Period of teaching	Semester	International disciplinary integration	Year of study	Courses: general training/professional training/elective
	1 semester	1 st semester	available	1 st year	Professional training
Assessment policy	<p>You will have various ways to show your knowledge and skills during the semester. This includes how you attend classes, how and what you contribute to class discussions, how you perform and submit practical tasks and tests on time, how you perform independent work tasks, as well as your ability to present your report. Additionally, you have the opportunity to complete an individual research task performed individually or in a small group in the form of a student research paper.</p>				
	Activities during the semester			Maximum amount of points during the semester	
	Current work (attendance, oral questioning, solving calculation problems and tasks, situational exercises)			15	
	Reports with presentation (3 pcs.)			10	
	Tests (4 pcs.)			10	
	Modular test work (2 pcs.)			15	
	Individual research task (admission to the exam)			10	
	Total			60	

Grading scale

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 exam (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.

The overall final grade in points according to the national and ECTS scales is put into the examination and test register, academic card and credit book of students.

National and ECTS grading scale

Sum of points for all types of educational activities	ECTS grade	Grade according to the national scale	
		for exam, term paper, practical training	for Pass/Fail test
90-100	A	excellent	pass
82-89	B	good	
74-81	C	satisfactory	
66-73	D		
60-65	E		
30-59	FX	fail with possible repeated pass	fail with possible repeated pass
1-29	F	fail with obligatory repeated learning of the discipline	fail with obligatory repeated learning of the discipline

QR Code:

**How to find out your grade**

To check your grades for tasks and read your lecturer's comments, you should check appropriate tabs on Moodle distance learning platforms. You can also obtain information about your grades directly from the course lecturer via corporate e-mail or by appointment on consulting days (room 505).

Course policy

To ensure fruitful learning and cognitive activities of students while studying the discipline, one holds relevant lectures and seminars in the form of presentations, group work and discussion seminars.

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 academic 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.

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.

QR Code:



All participants in the educational process rely on the academic integrity principles.

QR Code:

	
<p>Late task performance, correction of grades, making up missed classes</p>	<p>Tasks should be submitted via Moodle by the deadlines stipulated in the course schedule on our website. Most tasks should be performed by 9 a.m. on the day of the next class to coordinate them with the course content and group activities. It is best practice to perform tasks as soon as possible after receiving them so that you have enough time to take an active part in the class.</p> <p>If you need more time to perform the task, flexible deadlines are available. Completed tasks will be accepted until full credit until the last scheduled class in the discipline. Afterwards, the 40% partial credit based on the grade will be awarded within a week after the last day of class. Tasks that are not submitted at all will receive 0.</p> <p>If you are going to miss classes for more than one week due to illness or other reasons, please contact your lecturer to arrange alternative options for performing tasks.</p> <p>Note: deadlines work both ways, and meeting them ensures that your lecturer will provide prompt feedback on your tasks to make sure you keep up with the course.</p> <p>QR Code:</p> <div style="text-align: center;">  </div>
<p>Lecturer's response time</p>	<p>Via corporate e-mail, within 24 hours.</p>
<p>Efficient communication</p>	<p>Efficient communication is a two-way street!!!</p> <p>Therefore, the main recommendations for efficient communication include: corporate e-mail directly to the course lecturer; personal communication with classmates via social media/corporate e-mails/mobile phones; communication directly in the course on the Moodle distance platform; and a face-to-face meeting with the lecturer on consulting days.</p>
<p>Policy of publication and distribution of course materials</p>	<p>Students are not allowed to post, publish, sell, or otherwise publicly distribute course materials without the written permission of the lecturer.</p>

	<p>Such materials include, but are not limited to: lecture notes, lecture slides, video or audio recordings, tasks, problem sets, exams, other students' work, and answer keys.</p> <p>Students who sell, post, publish, or distribute course materials without written permission in order to get answers or otherwise can be subject to disciplinary action, up to and including being required to withdraw from the course. Besides, students are not allowed to make video or audio recordings of the class for their own use without the written permission of the lecturer.</p>										
<p>Expected student workload and engagement</p>	<p>During this course, you should allocate some hours for independent study of some lecture materials in accordance with the course topics (approximately 5-6 hours per week).</p> <p>If you face circumstances requiring you to spend more time on any of the tasks, please inform your lecturer by e-mail.</p> <p>The deadline for submission can be extended only if the lecturer is informed in advance that you will not be able to submit the task on time. Students are expected to have a backup plan in case of computer malfunctions or Internet outages.</p>										
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<p>Course schedule</p>	<table border="1"> <thead> <tr> <th data-bbox="437 1137 949 1189">Lecture topic</th> </tr> </thead> <tbody> <tr> <td data-bbox="437 1189 949 1301">Topic 1. Theoretical basics of business management in the context of transformations and changes.</td> </tr> <tr> <td data-bbox="437 1301 949 1496">Topic 2. Types, kinds and levels of changes at organizations.</td> </tr> <tr> <td data-bbox="437 1496 949 1749">Topic 3. Organizational principles of team-based changes in business management in the context of transformations.</td> </tr> <tr> <td data-bbox="437 1749 949 1993">Topic 4. Management models in the context of transformations and changes.</td> </tr> </tbody> </table>	Lecture topic	Topic 1. Theoretical basics of business management in the context of transformations and changes.	Topic 2. Types, kinds and levels of changes at organizations.	Topic 3. Organizational principles of team-based changes in business management in the context of transformations.	Topic 4. Management models in the context of transformations and changes.	<table border="1"> <thead> <tr> <th data-bbox="949 1137 1530 1189">Practical classes</th> </tr> </thead> <tbody> <tr> <td data-bbox="949 1189 1530 1496"> <ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Writing a report</i> 6. <i>Tests</i> </td> </tr> <tr> <td data-bbox="949 1496 1530 1749"> <ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Tests</i> </td> </tr> <tr> <td data-bbox="949 1749 1530 1993"> <ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Tests</i> </td> </tr> </tbody> </table>	Practical classes	<ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Writing a report</i> 6. <i>Tests</i> 	<ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Tests</i> 	<ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Tests</i>
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	<p>Topic 5. Management and leadership in change management.</p>	<ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Tests</i>
	<p>Topic 6. Preparation and planning in change management.</p>	<ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Test work</i>
	<p>Topic 7. Development of business organizations in the context of changes and the mechanism for their implementation.</p>	<ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Presentation of reports</i>
	<p>Topic 8. Features of managing resistance to change and overcoming it.</p>	<ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Tests</i>
	<p>9. Traditional and modern methods of business management in the context of transformations and changes.</p>	<ol style="list-style-type: none"> 1. <i>Oral questioning</i> 2. <i>Solving practical and situational tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Tests</i>
	<p>Topic 10. Re-engineering of business processes and organizational development in the context of transformations and changes.</p>	<ol style="list-style-type: none"> 1. <i>Solving practical and situational tasks</i> 2. <i>Checking questions submitted for independent study</i>
	<p>Topic 11. Change management in strategic development of business organizations to achieve sustainable development goals.</p>	<ol style="list-style-type: none"> 1. <i>Solving practical and situational tasks</i> 2. <i>Checking questions submitted for independent study</i> 3. <i>Test work</i>
	<p>Topic 12. Management of organizational culture in the process of changes.</p>	<ol style="list-style-type: none"> 1. <i>Solving practical and situational tasks</i> 2. <i>Checking questions submitted for independent study</i> 3. <i>Defense of individual tasks</i>

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!