



## Syllabus Course Program



# Менеджмент організацій (англійською мовою) Management of Organizations

### Specialty

073-Management

### Educational program

International Business

### Level of education

Masters's level

### Semester

1

### Institute

Institute of Education and Science in Economics,  
Management and International Business

### Department

Management (204)

### Course type

Mandatory

### Language of instruction

English

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## Lecturers and course developers



### Pavlo Brin

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PhD in Economic Sciences, Associate Professor, Professor of Department of Management

Authored and co-authored over 200 scientific publications. Teaches courses: "Fundamentals of Management", "Strategic Management", "Fundamentals of Business Analysis"

[More about the lecturer on the department's website](#)

## General information

### Summary

The course covers all theoretical aspects of organizational management at business and corporate levels. During its study, students study the main parts of business and corporate strategy; essence of portfolio analysis and SBU management; synergy management.

### Course objectives and goals

- to focus on key elements of management at business and corporate levels;
- to form students' ability to conduct portfolio analysis and to manage the set of SBUs;
- to form students' understanding of the business process on the basis of systematic and synergetic approaches using situational analysis;
- to form students' skills of independent research of management problems

### Format of classes

Lectures, workshops, consultations, self-study. The course ends with a final exam.

### Competencies

- GC1. The ability to conduct research at the required level ;
- GC2. The ability to communicate with representatives of other professional groups of different levels (with experts in other areas of knowledge / types of economic activity);
- GC4. The ability to motivate people and to move towards a common goal;

GC5. The ability to act on the basis of ethical considerations (motives);  
GC6. The ability to generate new ideas (creativity);  
GC7. The ability for abstract thinking, analysis and synthesis.  
SC1. The ability to choose and use relevant management concepts, methods and tools, in particular those corresponding to the set goals and international standards;  
SC4. The ability to efficiently use and develop organizational resources;  
SC9. The ability to analyze and structure organizational problems, make effective organizational decisions and ensure their implementation;  
SC10. The ability to manage an organization and its development.

### **Learning outcomes**

PO01. To critically assess, select, and use appropriate scientific, methodological and analytical tools for managing under conditions of unpredictability;  
PO02. To identify organizational problems and justify methods for solving them;  
PO05. To plan an organization's activities from both strategic and tactical perspectives;  
PO07. To organize and carry out effective communications within the team, with representatives of various professional groups and in the international context;  
PO09. To be able to communicate in professional and academic circles in the official language of Ukraine and in a foreign language;  
PO12. To be able to delegate authority in an organization (unit);  
PO13. To be able to plan and provide informational, methodological, material, financial and staffing support for an organization (unit).

### **Student workload**

The total volume of the course is 150 hours (5 ECTS credits): lectures - 32 hours, workshops - 32 hours, self-study - 86 hours.

### **Course prerequisites**

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### **Features of the course, teaching and learning methods, and technologies**

Interactive lectures with presentations, discussions, workshops, project-based learning, teamwork, gamification, case studies

## **Program of the course**

### **Topics of the lectures**

Lecture 1      Main functions of management. Four levels of strategy.  
Lecture 2      Corporative strategy. Managing the set of SBU's  
Lecture 3      Business strategy. Competitive advantage of SBU  
Lecture 4      Main forms of company's growth. Ansoff's matrix.  
Lecture 5      Diversification: main types and drivers  
Lecture 6      Vertical integration strategies  
Lecture 7      Horizontal integration strategies  
Lecture 8      Dividing investment resources among SBU's. BCG matrix.  
Lecture 9      McKinsey (GE) Matrix  
Lecture 10      Life cycle of SBU  
Lecture 11      Hofer Matrix  
Lecture 12      Arthur D Little Strategic Condition Matrix  
Lecture 13      Synergy effect between SBU's  
Lecture 14      Corporate culture

- Lecture 15 Main processes of TQM  
Lecture 16 Managing international business

### Topics of the workshops

- Workshop 1 Main functions of management. Four levels of strategy.  
Workshop 2 Corporative strategy. Managing the set of SBU's  
Workshop 3 Business strategy. Competitive advantage of SBU  
Workshop 4 Main forms of company's growth. Ansoff's matrix.  
Workshop 5 Diversification: main types and drivers  
Workshop 6 Vertical integration strategies  
Workshop 7 Horizontal integration strategies  
Workshop 8 Dividing investment resources among SBUs. BCG matrix.  
Workshop 9 McKinsey (GE) Matrix  
Workshop 10 Life cycle of SBU  
Workshop 11 Hofer Matrix  
Workshop 12 Arthur D Little Strategic Condition Matrix  
Workshop 13 Synergy effect between SBUs  
Workshop 14 Corporate culture  
Workshop 15 Main processes of TQM  
Workshop 16 Managing international business

### Topics of the laboratory classes

This course does not include laboratory classes.

### Self-study

The self-study is organized in a form of course paper. The course paper should include the following chapters (1) a short description of the diversified company with images of products for every SBU (or description of services); (2) Ansoff's matrix for the company (as it is the time when the company is set up and show the company's way to diversification); (3) description of the type(s) of diversification of the company (Horizontal Diversification/Vertical Diversification /Concentric Diversification / Heterogeneous (conglomerate) Diversification; (4) Description of vertical integration strategy for the company. If the company does not use vertical integration now, please explain how it can be used in future (5) crafting BCG matrix for the company. (6) crafting the GE matrix for the company (7) definition the life cycle stage for every SBU of the company (8 )crafting the Hofer matrix or ADL matrix for the company (9) to description the synergy between at least two SBU of the company

### Course materials and recommended reading

- 1 Ansoff, I (1990) Strategic Management. McMillan <https://cutt.ly/dEZDld9>
- 2 Srivastava, RM, & Verma, S. (2012). Strategic management: Concepts, skills and practices. PHI Learning Pvt. Ltd. <https://cutt.ly/KEL0Alr>
- 3 Trevisan, I. (2018). International strategic management. libreriauniversitaria. it Edizioni. <https://cutt.ly/mEL0Xsb>
- 4 Bhandari A., & Verma, P. Strategic management: Conceptual framework. McGraw Hill <https://cutt.ly/gEL06yB>
- 5 Andersen, TJ (2013). Short introduction to strategic management. Cambridge University Press. <https://cutt.ly/BEL2uxc>
- 6 Gupta, V., Gollakota, K., & Srinivasan, R. (2007). Business policy and strategic management: Concepts and applications. PHI Learning Pvt. Ltd. <https://cutt.ly/REL2n2w>
- 7 Brin, P & Nehme, M (2019) Corporate Social Responsibility analysis of theories and models, Eureka Social and Humanities, 22–30. <https://cutt.ly/PEZTrxH>

8 Brin P., Prokhorenko O., Nehme M., Trabulsi H. (2020) Strategic Contribution of a Business Process to Company's Performance. Journal of Information Technology Management, 12 (3), 82–99

<https://cutt.ly/tEZTEyr>

9 Management (2019) Krasnokutskaya NS, Linkova OY, Nashchekina OM etc. Kharkiv: 2019. 232 p.

10 Krasnokutskaya NS (2017) Strategic management: a textbook for students of economic specialties / NS Krasnokutskaya, IA Kabanets Kharkiv: NTU "KhPI", 2017. 460 p.

11 Thompson, A. A., Strickland, A. D. (2012). Strategic management. The art of strategy development and implementation

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

100% Final assessment as a result of Final exam (40%) and Course paper (60%).

40% Final exam: written assignment (theory + problem solving) and its oral presentation.

60% Presenting the course paper.

### Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

## Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

## Approval

Approved by

Date, signature

Head of the department  
Olena PROKHORENKO

Date, signature

Guarantor of the educational program  
Taras DANKO