



Syllabus Course Program



Management of Organizations

Specialty

073-Management

Institute

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

Educational program

Business Administration

Department

Management (204)

Level of education

Masters's level

Course type

Mandatory

Semester

1

Language of instruction

English

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 SBUs. 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 SBUs
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) Krasnokutska 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 corsepaper.

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
Pavlo BRIN