



Syllabus Course Program



BUSINESS DIAGNOSTICS

Specialty

073 – Management

Institute

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

Educational program

Business administration (in English)

Department

Management (204)

Level of education

Master's level

Course type

Mandatory, professional training

Semester

1

Language of instruction

English

Lecturers and course developers



Olena Prokhorenko

Olena.Prokhorenko@khpi.edu.ua

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

Authored and co-authored over 60 scientific and methodological publications. Senior lecturer of courses “Strategic Change Management”, “Self-Management”, “Business Diagnostics”

More about the lecturer on the department's website

<https://web.kpi.kharkov.ua/mto/about/staff/prokhorenko-2/>

General information

Summary

The course is aimed at formation of students' theoretical knowledge and practical skills to conduct comprehensive analysis of business elements of the company and to make conclusions in order to further development and implementation of effective business decisions

Course objectives and goals

The goal of the course is to reveal the theoretical and methodological foundations and practical tools of quantitative and qualitative characterization of the business environment, the state of the company and the efficiency of its activity.

The course tasks are following:

- mastering the methods of comprehensive analysis of the financial and property status of the enterprise and the results of its economic activity;
- obtaining an objective view of the situation and development prospects of the enterprise;
- formation of measures to improve business effectiveness and efficiency

Format of classes

Interactive lectures, Workshops, Consultations, Self-study, Individual task. The final control is exam.

Competencies

GC3. Skills in using information and communication technologies

SC4. The ability to **efficiently** use and develop organizational resources

SC 13. The ability to assess the objective state of selected parameters in enterprise activities in relation to set goals and objectives, and to justify management decisions regarding the effective development of economic entities.

Learning outcomes

LO 02. To identify organizational problems and justify methods for solving them.

LO 05. To plan an organization's activities from both strategic and tactical perspectives

LO 13 To be able to plan and provide informational, methodological, material, financial and staffing support for an organization (unit)

LO15. To be able to assess and critically evaluate the state of the enterprise across a range of parameters and develop proposals for its improvement

Student workload

The total volume of the course is 120 hours (4 ECTS credits): Lectures - 32 hours, Workshops - 16 hours, self-study - 72 hours.

Course prerequisites

The prerequisites for this course are knowledge and practical skills, demonstrated by successfully passing the Unified Professional Entrance Exam in Management and Administration (Order of the Ministry of Education and Science of Ukraine No. 157 dated February 11, 2022

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

Presentations, discussions, workshops, case-based learning, individual and teamwork, research work, preparation the individual task on the base of independent research. Study materials are available to students through OneDrive, Teams.

Program of the course

Topics of the lectures

Topic 1. (Lecture 1) Concepts and basic principles of company business diagnostics. Variants of Business Diagnostic according to target groups

Topic 2. (Lectures 2-3) Business modeling and company business diagnostics technologies. Business Diagnostics Model

Topic 3. (Lectures 4) Peculiarities of company diagnostics at various stages of development

Topic 4. (Lectures 5) Sources of information for business diagnostics

Topic 5. (Lecture 6) Research of external factors of business

Topic 6. (Lecture 7). Internal business factors. Company property. Balance analysis.

Topic 7. (Lectures 8-9) Internal business factors. Company resources. Cost components. Operations Review

Topic 8. (Lecture 10) . Internal business factors. Human Resources Management.

Topic 9. (Lecture 11) Internal business factors. The Technology Assessment.

Topic 11 (Lectures 12-13) The Financial Evaluation

Topic 12. (Lecture 14). Marketing Strategy. Forecasting. The need for funds and working capital

Topic 14 (Lecture 15). Action plan development

Summing up and organizational development (lecture 16)

Topics of the workshops

Workshop 1. Business modeling. Case "ASANA" business-model.

Choosing object of research for an individual task

- Workshop 2. Business Diagnostics Templates. Key indicators for different stages of development
- Workshop 3. Sources of information: Global Company Finder Search.app, LexisNexis platform. External factor's analysis.
- Workshop 4. Internal Company sources: Balance sheet and P&L analysis
- Workshop 5. CF statement analysis. Methods of funding.
- Workshop 6. Company valuation.
- Workshop 7. Forecasting. Needs of funding for operations and working capital. Overtrading and undertrading.
- Workshop 8. Summing up. Developing action plan.

Topics of the laboratory classes

no laboratory classes.

Self-study

An individual task must be fulfilled by the student on the base of any company. The main purpose is to characterize the current situation of business-company, forecast near future identifying the main issues as well as to develop action plan for improvements. For performing individual task students are proposed the template in MS Excell.

Course materials and recommended reading

1. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2020). Business analysis and valuation: Using financial statements. Cengage AU.
2. Mimick, R., & Thompson, M. (2002). Business diagnostics. Trafford Publishing.
3. Ricardo Pinto (2018). Business Diagnostic Tools for use in targeted Ethiopian Manufacturing Sector and System DRAFT . <http://dx.doi.org/10.13140/RG.2.2.14395.64806>
4. Bianchi, F., Ilut, C., & Saijo, H. (2024). Diagnostic business cycles. Review of Economic Studies, 91(1), 129-162.
5. Walsh, C. (2008). Key management ratios: the 100+ ratios every manager needs to know. Pearson Education.
6. Sallis, J. E., Gripsrud, G., Olsson, U. H., & Silkoset, R. (2021). Research methods and data analysis for business decisions. Springer International Publishing.
7. Silva, A. J., Cortez, P., Pereira, C., & Pilastrri, A. (2021). Business analytics in Industry 4.0: A systematic review. Expert systems, 38(7), e12741.
8. Bastas, A., & Liyanage, K. (2019). Integrated quality and supply chain management business diagnostics for organizational sustainability improvement. Sustainable Production and Consumption, 17, 11-30.
9. Verrue, J. (2014). A critical investigation of the Osterwalder Business Model Canvas: an in-depth case study. In Belgian Entrepreneurship Research Day.
10. Koller, T., Goedhart, M., & Wessels, D. (2010). Valuation: measuring and managing the value of companies. John Wiley & Sons.
11. Marr, B. (2021). Key Business Analytics: The 60+ business analysis tools every manager needs to know. Pearson Education Limited.
12. Müller-Stewens, B., Widener, S. K., Möller, K., & Steinmann, J. C. (2020). The role of diagnostic and interactive control uses in innovation. Accounting, Organizations and Society, 80, 101078.
13. Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). Human resource management. Bloomsbury Publishing.
14. Damodaran, A. (2024). The little book of valuation: How to value a company, pick a stock, and profit. John Wiley & Sons.

Assessment and grading

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

The final grade is a set of points received by the student during the study course, and can be obtained in the following way:

up to 50 points - completed individual assignment
up to 50 points - completed tests on current control (online quizzes)

The minimum number of points to pass the course is 60 points.

In case if student got less than 60 points during the study course or wants to rise final score, it's possible to pass an exam. Examination test consists of

up to 30 points - online quiz

up to 45 points - case solution and oral defense

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



Head of the department
Olena PROKHORENKO

August 28, 2024

Guarantor of the educational
program



Pavlo BRIN

August 28, 2024