



## Syllabus Course Program



# MANAGEMENT OF ORGANIZATIONS

### Specialty

073 – Management

### Institute

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

### Educational program

Management of organizations and administration  
Business-administration (in English)  
International business

### Department

Management (204)

### Level of education

Master's level

### Course type

Mandatory, professional training

### Semester

1

### Language of instruction

English

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## Lecturers and course developers



### Pavlo Brin

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PhD (Economics), Associate Professor, Professor of Management  
Department (NTU “KhPI”)

Authored and co-authored over 150 scientific publications. Courses:  
Fundamentals of Management, Strategic Management, Management of  
Organizations, Management (advanced)

More about the lecturer on the department's website

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

## General information

### Summary

The course covers theoretical aspects of organizational management. The course aims to gain the knowledge and skills needed to craft effective corporate and business strategies and develop measures for its implementation.

### Course objectives and goals

The goal of the course is to reveal theoretical and methodological foundations and practical tools of management at corporate and business levels.

The course tasks are following:

- presenting main functions and principles of management
- developing skills of crafting strategies at corporate and business levels
- developing skills of diversification management (including growth management, resource management and synergy management)
- developing students' ability to include CSR principles into corporate strategy and make ethical decisions in business
- familiarizing with the main principals of life cycle management

## Format of classes

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

## Competencies

GC5. The ability to act on the basis of ethical considerations (motives)

SC1. The ability to choose and use relevant management concepts, methods and tools, in particular those corresponding to the set goals and international standards

SC2. The ability to define values, vision, mission, goals and the criteria, which can be used by an organization for choosing directions for future development, to create and implement corresponding strategies and plans

SC4. The ability to efficiently use and develop organizational resources

SC10. The ability to manage an organization and its development

## Learning outcomes

LO01. To critically assess, select, and use appropriate scientific, methodological and analytical tools for managing under conditions of unpredictability

LO05. To plan an organization's activities from both strategic and tactical perspectives

LO09. To be able to communicate in professional and academic circles in the official language of Ukraine and in a foreign language

## 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

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, project-based learning, individual and teamwork, research work, preparation the individual task on the base of independent research. Study materials are available to students through MS Teams.

## Program of the course

### Topics of the lectures

1-2 Introduction to management.

Main functions of management: planning, organizing, motivating, controlling. Process approach to management.

3. Levels of strategy.

Corporate strategy. Business strategy. Functional strategy, Operating strategy.

4-5 Business strategy.

Mission statement of a company. Objectives. Main types of business strategies. Instruments of strategic management.

6. Corporate strategy.

Company as a set of strategical business units. Main parts of corporate strategy.

7 Ansoff's matrix.

Main types of company's growth. Growth and competitiveness. Market penetration. Product development. Market development. Diversification.

8 Diversification strategy.

Driving forces of diversification. Horizontal Diversification. Vertical Diversification. Concentric Diversification. Heterogeneous (conglomerate) Diversification

9 Vertical integration strategy.

Backward integration. Forward integration.

10. Investment priorities. BCG matrix.

Relative market share. Market growth rate. Practical use of BCG matrix.

11. Investment priorities. GE matrix.

Aims of the GE model. Construction of the GE matrix. Measuring market attractiveness and business strength.

12. Life cycle management.

Enterprise life cycle activities. Product life cycle.

13. Balancing SBU portfolio based on product life cycle.

Hofer matrix. ADL matrix.

14. Synergy management.

Main types of synergy. Calculation of synergy effect.

15. Competitiveness of a company.

Main sources of competitiveness increasing.

16. Corporate social responsibility.

History of CSR. CSR as a basis of competitiveness of a company.

### **Topics of the workshops**

Workshop 1. Roles of a manager. Setting the task for individual assignment.

Workshop 2. Brief history of management

Workshop 3. Main functions of management. Discussing of individual assignments.

Workshop 4. SMART rules for objectives setting. Discussing of individual assignments.

Workshop 5. Game NeedXit

Workshop 6. Main tasks of corporate strategy. Discussing of individual assignments.

Workshop 7. Building Ansoff's matrix . Discussing of individual assignments.

Workshop 8. Crafting a strategy with different ways of diversification Discussing of individual assignments.

Workshop 9. Horizontal integrating strategies. Discussing of individual assignments.

Workshop 10. Building BCG matrix. Discussing of individual assignments.

Workshop 11. Building GE matrix. Discussing of individual assignments.

Workshop 12. Different types of product life cycle. Discussing of individual assignments.

Workshop 13. Building ADL matrix. Discussing of individual assignments.

Workshop 14. Calculation of synergy effect . Discussing of individual assignments.

Workshop 15-16. Presenting of individual assignments.

### **Topics of the laboratory classes**

no laboratory classes.

## Self-study

An individual task must be fulfilled by the student on the base of any enterprise. The main purpose is to craft corporate strategy for a diversified company. The points of the plan should be considered briefly, in essence.

Plan :

1. To provide a short description of the diversified company; to provide images of products for every SBU (or description of services)
2. To create the 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. To describe the type of diversification of the company (Horizontal Diversification, Vertical Diversification, Concentric Diversification, Heterogeneous (conglomerate) Diversification)
4. To describe 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. To create BCG matrix for the company.
6. To create the GE matrix for the company.
7. To define the life cycle stage for every SBU of the company
8. To create the Hofer matrix or ADL matrix for the company
9. To describe the synergy between at least two SBU of the company

## Course materials and recommended reading

1. Schermerhorn Jr, J. R., Bachrach, D. G., & Wright, B. (2020). Management. John Wiley & Sons. <http://surl.li/bpkroc>
2. Brin, P. V., & Prokhorenko, O. V. (2022). Management of organizations.
3. Griffin, R. W. (2022). Fundamentals of management. Cengage Learning, Inc.
4. Thompson, A., Janes, A., Peteraf, M., Sutton, C., Gamble, J., & Strickland, A. (2013). Crafting and executing strategy: The quest for competitive advantage: Concepts and cases. McGraw hill. <http://surl.li/epptex>
5. Ansoff, I (1990) Strategic Management. McMillan <https://cutt.ly/dEZDld9>
6. Mescon, M. H., Albert, M., & Khedouri, F. (1985). Management. New York : Harper & Row
7. Helms, M. M. (2021). Encyclopedia of management. Thomson.
8. Samson, D., Donnet, T., & Daft, R. L. (2020). Management. Cengage AU.
9. Lynch, R., Barish, O., Chau, V. S., Thornton, C., & Warner, K. S. (2024). Strategic management. Sage.
10. Morris, J., & Hodget, T. (2020). Strategic management.
11. Pathak, J.P. (2015) Fundamentals of management. Vikas Publishing <https://cutt.ly/yELBZRh>
12. Kinicki, A., & Williams, B. K. (2020). Management: A practical introduction. McGraw-Hill.
13. Brin, P & Nehme, M (2019) Corporate Social Responsibility analysis of theories and models, Eureka Social and Humanities, 22–30. <https://cutt.ly/PEZTrxH>
14. 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>
15. Brin, P., Lombardi, R., Nehme, M. N., & Tiscini, R. (2022). Corporate social responsibility, competitiveness and sustainability in emerging economies: the case of Ukraine. International Journal of Management and Decision Making, 21(4), 379-401.

## 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 90 points - completed individual assignment

up to 10 points - exam

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

### 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



August 28, 2024

Head of the department

Olena PROKHORENKO



August 28, 2024

Guarantors of the educational programs

Oksana MAKOVOZ



August 28, 2024

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August 28, 2024

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