

Lviv Institute
Private joint stock company
"Institution of higher education
"Interregional Academy of Personnel Management"
(name of the training unit)

Department of Management, Economics and Tourism

Approved:
Deputy Director for Teaching and
Educational Work

Approved at a meeting of the Department of
Management, Economics and Tourism
(name of the department)

(signature)
Ph.D., Assoc.Prof. E. Parfenyuk
(Full name)
31.08.2021

Protocol № 01/21/22 dated 31.08.2021
Head of Department _____
(signature)
Ph.D., Assoc.Prof. L.Danilyuk
(Full name)

Management business

specialties: 073 Management
(code and name of the specialty)

educational level: the second (master's) level
(name of educational level)

educational program: Economics and Business Administration
(name of educational program)

specialization:
(if available) (name of specialization)

Developer (s) of the syllabus of the discipline:

Lyubov Ivanivna Lelyk, Candidate of Economic Sciences, Associate Professor,
head's assistant

Teacher:

Lyubov Ivanivna Lelyk, Candidate of Economic Sciences, Associate Professor,
head's assistant

The syllabus was considered and approved at a meeting of the Department
of Management, Economics and Tourism
Protocol dated 31.08.2021 № 01/21/22

Head of the Department _____ L. Danyliuk
(signature)

The syllabus is agreed with the guarantor (head) of the educational program
"Economics and Business Management"
(name of educational program)
31.08. 2021

Head (guarantor) of the educational program _____
(signature)

Syllabus checked
31.08.2021

Deputy Director of
educational and methodical and educational work _____ E. Parfenyuk
(signature)

Prolonged:

Prolonged:

for 20 __ / 20__ a.y. _____ (signature) (_____ (full name)), " ____ " ____ 20 __, protocol № ____

for 20 __ / 20__ a.y. _____ (signature) (_____ (full name)), " ____ " ____ 20 __, protocol № ____

for 20 __ / 20__ a.y. _____ (signature) (_____ (full name)), " ____ " ____ 20 __, protocol № ____

for 20 __ / 20__ a.y. _____ (signature) (_____ (full name)), " ____ " ____ 20 __, protocol № ____

**PJSC University "Interregional Academy of Personnel Management"
Lviv Institute
Department of Management, Economics and Tourism**

Subjects	Business management
Teacher (s)	Lyubov Ivanivna Lelyk
Portfolio teacher (s)	http://li-maup.edu.lviv.ua/kafedry/kafedra-menedzhmentu-orhanizatsiy/osobovyy-sklad/ken-dotsent-lelyk-lyubov-ivanivna/
Contact phone	+38 (032) 224-91-23
E-mail:	liubov.lelyk@gmail.com
Discipline page on the site	http://li-maup.edu.lviv.ua/kafedry/kafedra-menedzhmentu-ekonomiky-ta-turyzmu/metodychne-zabezpechennya-navchalnykh-dystsyplin-opp-ekonomika-ta-upravlinnya-biznesom-2y-mahisterskyy-riven/obov%20%80%99yazkovi/upravlinnya-biznesom/
Consultations	Monday, 2 o'clock, 15.00-17.00, room 202

1. Short annotation to the discipline. One of the critical problems facing domestic business today is the lack of relevant economic and managerial knowledge, which negatively affects the quality and rationality of business decisions in the field of business management. This explains the relevance of this discipline, which is part of the cycle of training of compulsory subjects for masters. When studying the course "Business Management" provides for the widespread use of analysis of specific situations, tests, practical tasks, i.e. the use of modern training methods. to master the categorical apparatus in the field of business management.

2. Purpose: "Business Management" is a combination of all issues related to the study of not only the laws of business development, but also the basic rules of management of this very complex and turbulent activities.

3. Objectives: to establish a link between business as an activity in order to generate income and management as a means to achieve this goal; to get acquainted with the complex structure of the management system, the dialectic of its development; to acquire skills of building a business management system, resolving contradictions and conflicts between goals, means, departments, employees.

3. Course format: *daily (online)*

4. Program learning outcomes (integrated, professional competencies):

Table 1

Competence	The degree of formation of competence	Evaluation
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Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation under uncertain conditions and requirements.	Partly provided by professional activities specializing in the educational program	Current in the form of performance and denouement of business games
Ability to conduct research at the appropriate level.	Partly. Together with other educational components of the educational program	Current in the form of research work and presentation of research results
Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).	Partly. Together with other educational components of the educational program	Boundary with the help of modular control in the form of testing and performance of situational tasks
Skills in the use of information and communication technologies.	Partly. Together with other educational components of the educational program	Current in the form of laboratory tasks using computer technology
Ability to abstract thinking, analysis and synthesis.	Completely provided by professional activity on specialization of the educational program	Current in the form of an interview and discussion on the subject of the course
Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards.	Completely provided by professional activity on specialization of the educational program	Boundary by considering situational exercises, the use of case tasks
Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans.	Completely provided by professional activity on specialization of the educational program	Current in the form of a survey and preparation of a business plan of the enterprise
Ability for self-development, lifelong learning and effective self-management.	Partly. Together with other educational components of the educational program	Current in the form of a psychological test and discussion
Ability to create and organize effective communications in the management process.	Partly. Together with other educational components of the educational program	Current in the form of conducting business games, interviews and preparing your own resume

Ability to use psychological technologies to work with staff.	Partly. Together with other educational components of the educational program	Current in the form of a survey and discussion of relevant topics
Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation.	Partly. Together with other educational components of the educational program	Current in the form of a discussion of the writing and design of the DAC of the course
Ability to manage the organization and its development.	Partly. Together with other educational components of the educational program	Current in the form of participation in a round table and a speech at a scientific conference
Ability to develop and implement business organization strategies.	Completely provided by professional activity on specialization of the educational program	Final modular boundary (exam) in the form of an oral interview, solution of situational exercises and defense of DAC

5. Course duration: 150 hours (2 ECTS credits), of which: 66 hours of classroom work; 84 hours - independent work, exam - 2 hours (conducted according to the schedule of the examination session).

6. Discipline status: *training cycle, compulsory discipline.*

7. Prerequisites: "Fundamentals of Economic Theory", "Financial Management", "Marketing", "Innovation Management", "Fundamentals of Business Management", "Operational Management", "General Management", "Strategic Management", "Personnel Management" and others.

8. Hardware and software - *multimedia information tools.*

9. Course policy:

- Provides teamwork.
- The climate in the audience is friendly, creative, open to constructive self-irony.
- Execution of tasks in due time.
- Working off missed classes is possible during self-training and teacher consultations.
- Adherence to academic integrity.
- Presentations and reports must be author's and original.

10. Course content: The course consists of two content modules. Each module, in turn, consists of lecture and seminar parts:

- Content module 1 "Business Management as a subject" (lecture topics 1-10, seminar topics 1-6);
- Content module 2 "System for ensuring the functioning of business" (lecture topics 11-20, seminar topics 7-13);

11. Forms and methods of teaching.

The main types of classroom training are **lectures, seminars, consultations.**

When teaching *lecture material*, a combination of such forms and methods of teaching as dialogic communication, psychological training is provided. That is, a personal model of learning was used. It includes:

Developing model of learning - search activity of students.

Activating learning model - active dialogue of communication, consideration of problem situations .

The formative model is programmed learning, namely the involvement of mental activity.

Enrichment model - the use of means of individualization of student learning activities.

In particular, students use games, practical exercises, the use of visual examples, which stimulates learning and makes its process interesting.

The *seminars* provide a combination of such forms and methods of teaching as the *use of role-playing games, discussions, discussion of problems, problem solving, construction of development strategies, substantiation of situations from practice, implementation of constructive projects, including preparation of a course project on an individual topic and research object. use of warm-up games.*

You work with information at home, in particular using the Internet (*see recommended literature*), perform oral and written assignments during classes, give reports and presentations prepared both as a group and individually, model behavior in specific professional situations.

12. Assessment of knowledge is carried out in accordance with the "Regulations on the assessment of academic achievement of higher education students in PJSC" IAPM University "(<https://drive.google.com/file/d/1ENRncPY-dU2qLke7awVKn1OdfG88Hg8D/view>).

Achievement assessment system

Type of student activity	Maximum number of points per unit	Module 1		Module 2	
		number of units	maximum number of points	number of units	maximum number of points
Attending lectures	1	10	10	10	10
Attending seminars	1	6	6	7	7
Work at a seminar	10	6	60	7	70
Performing tasks for independent work	5	1	5	1	5
Execution of modular work	25	1	25	1	25
Execution of INDZ	30	-	-	-	-
Together			106		117
Maximum number of points: 223					
223: 100 = 2.23. The student scored X points; Calculation: X: 2.23 = total number of points.					

13. Tasks for independent work and criteria for its evaluation.

During the study of the course 2 *independent works* are performed (*tasks for independent work see: Working curriculum of the discipline, item 7.2.*) .

Evaluation criteria:

- content of work - 1 point.
- relevance and relevance of the selected topic - 1 point.
- presentation protection according to design requirements - 3 points.

The maximum number of points for completed and defended independent work in the form of a presentation - **5 points**.

14. Forms of modular control and evaluation criteria.

Current control takes place during the study of the discipline in seminars and practical classes in the form of: collective business games, preparation of resumes and interviews, preparation of individual assignments and their defense, presentation of abstracts at round tables, surveys, audio listening to famous and successful psychologists, acquaintance with business plans of organizations, review of performances of successful businessmen and discussion in group of priorities of firm, in particular in the field of cooperation with collective, etc.

- Activity in the team, participation in discussions - 3 points;
- The use of creativity in making appropriate decisions in solving managerial tasks - 2 points;
- Confident performances and defense of scientific theses in public - 3 points;
- Correct assessment of points of view, sources of literature - 2 points;

The maximum number of points is 10 points.

Modular control occurs at the end of the study of blocks of content modules and is carried out in the form of individual tasks-cases in the form of questioning, testing and solving practical situations, presenting abstracts at a round table, solving situational exercises and more.

During the module control the following components are evaluated:

- Correctness and speed of the student's answer - 10 points
- Activity in the disclosure and defense of the scientific topic of the study - 5 points
- Relevance and scientific nature of the author's works - 5 points
- Creative approach to research and exercise - 5 points

The maximum number of points is 25 points.

15. Forms of semester control and evaluation criteria:

Exam, DAC protection

16. Indicative list of questions for the semester complex control (*see: Working curriculum of the discipline, item 7.5*).

17. Scale of conformity of assessments

The sum of points for all types of educational activities	ECTS assessment	Score on a national scale	
		for exam, course project (work), practice	for offset
90 - 100	A	perfectly	credited
82-89	B	fine	
75-81	C		
68-74	D	satisfactorily	
60-67	E		
35-59	FX	unsatisfactory with the possibility of reassembly	not credited with the possibility of re-assembly
1-34	F	unsatisfactory with mandatory re-study of the discipline	not enrolled with mandatory re-study of the discipline

18. Recommended sources (literature):

Basic:

1. Палеха Ю. І. Менеджмент персоналу: навч. посіб. / Ю. І. Палеха. – Київ : Кондор, 2012. – 336 с.
2. Сахно Є. Ю. Менеджмент малих та середніх підприємств : навч. посіб. / Є. Ю. Сахно. – Київ : Кондор, 2013. – 342 с.
3. Скібіцький О. М. Організація бізнесу. Менеджмент підприємницької діяльності. Т. 1 : навч. посіб. / О. М. Скібіцький. – Київ : Кондор, 2011. – 912 с.

4. Собченко О. М. Психологія управління : навч. посіб. / О. М. Собченко, Л. Д. Подольський. – Київ : Кондор, 2013. – 196 с.
 5. Чайка Г. Л. Праця менеджера в системі управління : навч. посіб. / Г. Л. Чайка. – Київ : Знання, 2011. – 469 с.
- Additional :*
6. Артамонова Н. С. Управління витратами : навч. посіб. / Н. С. Артамонова, М. О. Акульшина. – Київ : Сладкевич Б. А., 2018. – 116 с.
 7. Бізнес-планування [Текст] : навч. посіб. / Т. Г. Васильців, Я. Д. Качмарик, В. І. Блонська, Р. Л. Лупак. – Київ : Знання, 2013. – 207 с.
 8. Брич В. Я. Психологія управління : навч. посіб. / В. Я. Брич, М. М. Корман. – Київ : Кондор, 2013. – 384 с.
 9. Бутко М. П. Виробничий менеджмент : підручник / М. П. Бутко. – Київ : ТОВ «Вид-во «ЦУЛ», 2015. – 420 с.
 10. Буковинська М. П. Управління персоналом : підручник / М. П. Буковинська, В. П. Сладкевич. – Київ : Кондор-Видавництво, 2013. – 704 с.
 11. Виноградський М. Д. Організація праці менеджера : навч. посіб. / М. Д. Виноградський. – Київ : ТОВ «Вид-во «ЦУЛ», 2012. – 504 с.
 12. Виробничий менеджмент [Текст] : підручник / під ред. Бутко М. П. – Київ : Центр учбової літ., 2015. – 424 с.
 13. Войтко С. В. Управління трудовими ресурсами [Текст] : навч. посіб. / С. В. Войтко, А. А. Мельниченко. – Київ : Інтерсервіс, 2016. – 160 с.
 14. Губіліт І. Посібник лідера / І. Губіліт, І. Новачук, Д. Пушкарьов. – Львів : Ін-т громад. лідерства, 2009. – 160 с.
 15. Гуменник В. І. Менеджмент організацій [Текст] : навч. посіб. / В. І. Гуменник, Ю. С. Копчак, О. С. Кондур. – Київ : Знання, 2012. – 503 с.
 16. Ділове адміністрування: менеджмент організацій та управління змінами : навч. посіб. / Косач І. А., Ладонько Л. С., Калінько І. В. – Київ : Кондор-Видавництво, 2015. – 217 с.
 17. Доброзорова О. В. Організація праці менеджера : навч. посіб. / Доброзорова О. В., Осадчук І. В. – Київ : Кондор, 2009. – 501 с.
 18. Долинська Л. В. Психологія конфлікту : навч. посіб. / Л. В. Долинська, Л. П. Матяш-Заяц. – Київ : Каравела, 2017. – 304 с.
 19. Дорошук Г. А. Антикризове управління підприємством: теорія і практика [Текст] : навч. посіб. / Г. А. Дорошук, Н. М. Дащенко. – Львів : Новий Світ-2000, 2015. – 332 с.
 20. Кінаш І. П. Менеджмент і адміністрування (блок-управління персоналом) : практикум / І. П. Кінаш, О. Ю. Мацькевич. – Івано-Франківськ : ІФНТУНГ, 2018. – 65 с.
 21. Лі Цзиці Лідерські якості менеджерів: вектори успіху : [монографія] / Лі Цзиці. – Київ : ЦНЛ, 2018. – 184 с.
 22. Мальська М. П. Основи європейської інтеграції : підручник / М. П. Мальська, Н. В. Антонюк. – Київ : Центр учбової літ., 2018. – 320 с.
 23. Мальська М. П. Світовий досвід розвитку туризму : підручник / М. П. Мальська. – Київ : Центр учбової літ., 2017. – 244 с.
 24. Мальська М. П. Управління персоналом у туризмі: теорія та практика [Текст] : навч. посіб. / М. П. Мальська, О. Ю. Бордун, І. З. Жук. – Київ : Центр учбової літ., 2013. – 234 с.
 25. Маркіна І. А. Менеджмент організацій [Текст] : навч. посіб. / І. А. Маркіна, Р. І. Біловал, В. А. Власенко. – Київ : Центр учбової л-ри, 2013. – 248 с.
 26. Менеджмент якості в будівництві : [монографія] / під заг. ред. Лівінського О. М., Савенка В. І., Пальчика С. П., Черткова О. Ю. – Київ : ЦНЛ, 2018. – 232 с.
 27. Ладонько Л. С. Менеджмент: теорія та практика : навч. посіб. / Ладонько Л. С., Михайловська О. В., Філіпова Н. В. – Київ : Кондор-Видавництво, 2015. – 269 с.

28. Назарчук Т. В. Менеджмент організацій : навч. посіб. / Назарчук Т. В. – Київ : ЦНЛ, 2018. – 568 с.
29. Новак В. О. Організаційна поведінка : підручник / В. О. Новак, Т. Л. Мостенська, О. В. Ільєнко. – Київ : Кондор-Видавництво, 2013. – 498 с.
30. Основи менеджменту: теорія і практика : навч. посіб. / авт. кол. : Мошек Г. Є., Миколайчук І. П., Палеха Ю. І. та ін. ; заг. ред. : проф. Мошека Г. Є. – Київ : Ліра-К, 2018. – 528 с.
31. Осовська Г. В. Менеджмент : підручник / Осовська Г. В., Осовський О. А. – Вид. 4-е, переробл. і доповн. – Київ : Кондор-Видавництво, 2015. – 563 с.
32. Осовська Г. В. Менеджмент організацій : підручник / Осовська Г. В., Осовський О. А. – Київ : Кондор, 2009. – 680 с.
33. Осовська Г. В. Менеджмент організацій : підручник / Осовська Г. В., Масловська Л. Ц., Осовський О. А. – Київ : Кондор-Видавництво, 2015. – 366 с.
34. Сахно Є. Ю. Менеджмент малих та середніх підприємств : навч. посіб. / Є. Ю. Сахно. – Київ : Кондор-Видавництво, 2015. – 342 с.
35. Скібіцький О. М. Лідерство та стиль роботи менеджера : навч. посіб. / Скібіцький О. М. – Київ : ЦНЛ, 2010. – 192 с.
36. Сучасний менеджмент у питаннях і відповідях : навч. посіб. / під ред. Балашова А. М., Мошека Г.Є. – Київ : Алерта, 2018. – 620 с.
37. Туленков М. В. Сучасні теорії менеджменту : навч. посіб. / М. В. Туленков. – Київ : Каравела, 2016. – 304 с.
38. Управлінські інновації [Текст] : зб. наук. пр. Вип. 3 / Тарнавська Н. П., ред. – Тернопіль : ТНЕУ, 2013. – 217 с.
39. Фатхутдінов Р. А. Управління конкурентоздатністю організації : підручник/ Р. А. Фатхутдінов. – Київ : Кондор, 2009. – 470 с.
40. Федоренко В. Г. Менеджмент : підручник / В. Г. Федоренко. – Вид. 3-тє, переробл. і доповн. – Київ : Алерта, 2015. – 492 с.
41. Хомяков Л. І. Управління потенціалом підприємства : навч. посіб. / Л. І. Хомяков. – Київ : Кондор, 2009. – 400 с.
42. Чайка Г. Л. Праця менеджера в системі управління : навч. посіб. / Г. Л. Чайка. – Київ : Знання, 2011. – 469 с.
43. Шморгун Л. Г. Менеджмент організацій : навч. посіб. / Л. Г. Шморгун. – Київ : Знання, 2010. – 452 с.

Electronic resources

1. Класифікація видів економічної діяльності [Електронний ресурс]. - Режим доступу : <http://kved.ukrstat.gov.ua/KVED2010/kv10.j.html>.
2. Сайт Лектманія. Стаття «Провідники готельного бізнесу як синонім елегантності та вишуканості в індустрії гостинності» [Електронний ресурс]. – Режим доступу : [М1р://1eСтата.т/1x10ë68.Мт1](http://1eСтата.т/1x10ë68.Мт1)
3. Сайт bussinesnews.org.ua, рубрика: Історії успіху великих бізнесменів та успішних людей, стаття «Хілтон історія успіху» [Електронний ресурс]. – Режим доступу: <http://bussinesnews.org.ua/istorii-uspihu-istorija-шрШи/Ыкоп-^огу a-uspihu.html>
4. Статистична інформація про економічну діяльність підприємств за 2010-2014 роки. Державна служба статистики України [Електронний ресурс]. – Режим доступу : <http://www.ukrstat.gov.ua>.
5. Цебренко М. Інноваційна модель розвитку національної економіки України / М. Цебренко. – [Електрон. ресурс]. – Режим доступу: <http://www.iweir.org.ua/cebrenko.rtf>.
6. Computerreservationssystem «Booking.com» – [Електронний ресурс]. – Режим доступу: <http://www.booking.com>.
7. Tourlib.net. Все о туризме / Автоматизовані системи управління підприємствами ресторанного бізнесу. – [Електронний ресурс]. – Режим доступу: http://tourlib.net/statti_ukr/chkhalo.htm.

V. EDUCATIONAL-METHODICAL MAP OF THE DISCIPLINE " BUSINESS MANAGEMENT "

Total: 150 hours, of which 40 hours. - lectures, 26 hours - seminars, independent work - 84 hours.

Scores for the semester	223 points															
Modules	Content module I								Content module II							
Module name	Business management as a subject (106 points)								Business support system (117 points)							
Lectures	1 (1 point)	2-3 (2 points)	4 (1 point)	5 (1 point)	6-7 (2 points)	8 (1 point)	9 (1 point)	10 (1 point)	11 (1 point)	12-13 (2 points)	14 (1 point)	15-16 (2 points)	17 (1 point)	18 (1 point)	19 (1 point)	20 (1 point)
Topics lectures	The economic nature of business	Theoretical foundations of business management	The place of strategic management in business technology	Marketing approach to business	Production function of business	The role of personnel management in the business system	Financial management in business	Management of innovation processes in business	Business planning technology	Business project management	Business information support	Investment and business	Business management in crisis situations	The role of consulting in modern business	Business security	State regulation of business development
Seminar practical classes	1 (10 points)		2 (10 points)		3 (10 points)	4 (10 points)	5 (10 points)	6 (10 points)	7 (10 points)	8 (10 points)	9 (10 points)	10 (10 points)	11 (10 points)		12 (10 points)	13 (10 points)
Topics seminar to occupy	Theoretical foundations of business management		Marketing approach in business		Production function of business	The role of personnel management in the business system	Financial management in business	Management of innovation processes in business	Business planning technology	Business project management	Business information support	Investment and business	The role of consulting in modern business		Business security	State regulation of business development
Independent work	1 (5 points)								2 (5 points)							
Current control	modular control work №1 (25 points)								modular control work №2 (25 points)							
INDZ	1 (30 points)															
Final control	Estimated coefficient: 2.23															