

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Lesia Ukrainka Eastern European National University
Department of Economics and Security of Enterprise



CONFIRMED

Vice Rector for Research, Educational
and Academic Affairs and Recruiting
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Саврилюк С.В.
2015

Business Training

Work programme

of elective study course

for training masters on specialties

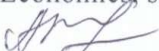
8.03050401 “Enterprise Economics”

8.18010012 “Management of Innovative Activities”

Lutsk – 2015

Work programme of the study course “Business Training” for students of the branches of knowledge “Economics and Entrepreneurship”, “Specific categories”, specialties “Enterprise Economics”, “Management of Innovative Activities”.

“25th” August, 2015. – 17.p.

Developer: Mokhniuk A.M., Ph.D. in Economics, senior teacher at the department of economics and security of enterprise. 

Reviewer: Lypych L. G., Dean of the economics and management institute, Doctor of Economics, professor. 


Work programme of the study course is confirmed
at the Department of Economics and Security of Enterprise meeting

Protocol № 2, 02.09, 2015.

Head of the department:  (Polinkevych O.M.)

Work programme of the study course is approved
by the scientific methodical commission
of Institute of Economics and Management

Protocol № 2, 07.10, 2015

The head of the scientific methodical
commission of the institute  (Begun S. I.)

Work programme of the study course
is approved by the scientific methodical commission of the university

Protocol № 2, 21.10., 2015.

Preface

Work programme of study course “Business Training” was prepared in accordance with educational and vocational training program for masters in specialties “Enterprise Economics” and “Management of Innovative Activities”.

The subject of the discipline is functioning and effective management of economic agents in a market economy.

Interdisciplinary connections: “Enterprise Economics”, “Management”, “Fundamentals of Marketing”, “Enterprise Activity Planning”, “Statistics”, “Enterprise Finance”, “Economic Analysis” and so on.

The work program of the course includes the following **content modules**:

1. Ensuring of the effective functioning of economic agents
2. Analytical Procedures of Management

1. Course description

Table 1

Indices name	Branch of knowledge, specialty, educational and qualification level	Study course characteristic
Number of credits 4	0305 “Economics and Entrepreneurship”, 1801 “Specific categories”	Full-time education
		elective
Modules 2	8.03050401 “Enterprise Economics”, 8.18010012 “Management of Innovative Activities”	Training year 5
Content modules 2		Semester 9
Total hours: 120		Lectures 14 h. Practical training 30 h.
Week hours	Master	Self-study 68 h.
In-class work 2,5 Self-study 4		Tutorials 8 h.
		Type of control: credit

2. The Purpose and tasks of the study course

The purpose of the discipline “Business Training” is to form theoretical knowledge and practical skills in the field of economics and entrepreneurship, as well as business management.

The main tasks of the discipline are presenting theoretical and methodological, social and economical aspects of the current economic problems; forming of practical skills and abilities as to the effective enterprise management; forming of professional capabilities as to the economic and managerial problem solving.

In accordance with the educational and professional programme the students should

know:

- the essence and the role of entrepreneurship in the economic development, in the social problems solving and the talents realization;
- the reasons of risk emergence in business and methods of its reduction;
- supply and demand factors;
- the essence, indicators and principles of effective advertisement realization;
- the place and role of strategic analysis in the management system;
- the main methodological approaches to the strategic analysis;
- the main idea of business modelling;
- the modern methods of intangible personnel motivation.

be able to::

- classify the factors of competitiveness business activity;
- ground the main concept of enterprise activity;
- compare the entrepreneurship sector in different countries to the Ukrainian experience;
- model the economic agents activity in the market economy;
- develop business plan of a project, organization;
- constitute strategic plans and perform strategic analysis of the environment;
- provide the psychological estimation of the personnel.

3. Programme of the study course

Content module 1. Effective functioning of economic agents ensuring

Theme 1. Entrepreneurial activities organization

The essence and importance of entrepreneurship. The main principles of entrepreneurial activity. Types of entrepreneurship. Franchising. Enterprise creation. Business financing. Innovative entrepreneurship. Entrepreneurship in Ukraine: problems and prospects. Problems of small business development.

Theme 2. Demand and supply investigation

The essence of the supply and peculiarities of its formation. Characterization of price and non-price supply factors. The elasticity of supply. Methods of supply analysis and evaluation. The essence of the demand and peculiarities of its formation. Characterization of price and non-price demand factors. The elasticity of demand. The questions of individual and market demand. Methods of analysis and assessment of market demand. Assessment of demand for different types of markets.

Theme 3. Benchmarking: nature, principles, sources

The essence, peculiarities and principles of benchmarking. Benchmarking development stages. Types of benchmarking and their general characteristics. Models of benchmarking. Phases of benchmarking. Strategic directions of the information and analytical work. The opportunities of benchmarking applications. Benchmarking as a tool to enhance the competitiveness of enterprises. Evolution and sources of benchmarking.

Theme 4. Modern methods of personnel motivation

The essence and characteristics of modern personnel motivation. Formation of the motivation system in the company. Modern methods of intangible personnel motivation. Foreign experience of intangible personnel motivation. Intangible personnel motivation in domestic enterprises. Adaptation of international intangible motivation techniques to modern motivation system in Ukraine. Review of the basic mistakes of intangible personnel motivation.

Theme 5. Effective advertising: indicators, principles of realization

Theoretical principles of advertising. Types of advertising. Means of advertising dissemination. Basic requirements to advertisements. The essence and main characteristics of effective advertising. The concept of advertising slogan. The rules of effective advertisement creation. Basic approaches to evaluating the effectiveness of advertising. The assessment of the advertising impact to subconsciousness. Peculiarities of the advertising program realization.

Content module 2. Analytical procedures of management

Theme 6. Strategic analysis of the environment and business objectives determination

The theoretical basis of the organization strategy formation. Mission and goals determination. Diagnostics of the environment. Strategic alternatives reviewing. The essence, importance and purpose of strategic analysis of the enterprise. Stages of strategic analysis. Methods of strategic analysis. Peculiarities of the practical application of SWOT-analysis. Peculiarities of the practical application of PEST-analysis. The information support of the analysis of the environment.

Theme 7. Effective leadership and management

The nature of leadership and its components. The peculiarities of leaders' typology and leadership styles. The concept of leadership effectiveness. Modern approaches to leadership effectiveness. Effective style of leadership formation. Forms of leadership influence: leadership and power. Distinction between "governance" and "leadership". Correlation between leadership and management.

Theme 8. Effective management: an innovative approach

Approaches to the determining of effective management factors. Improving the efficiency of the organization performance on the basis of innovation. Innovative approaches to the personnel management. Risks of innovative structures activities. Situational approaches to the effective leadership. Approaches to the innovation enterprise management. New management thinking and concept of enterprise development creation.

Theme 9. Business model: the essence, components, tools for development

The essence and importance of business modelling for the enterprise. Forming of enterprise business models. The main elements of the enterprise business model and the relationship among them. Business processes of the company. Evaluation of business models efficiency. Components of a business model at the enterprise. Tools for the development of business models. Grounding of the modern business model. Evaluation of the business model conformity with of consumers' priorities.

Theme 10. Management psychology: the essence, modern approaches

The essence and peculiarities of management psychology as a science and practice. Management in terms of psychological effectiveness. Psychological approaches to work motivation. Psychological aspects of management. The term "manipulation" in management. Psychology of conflicts and their solutions. The technology of conflict management. Business ethics. Interactive teaching methods.

4. Study course structure

Table 2

Content modules and themes names	Hours				
	Total	including			
		Lec.	Pract.	Tut.	Self-stud.
1	2	3	4	6	7
Content module 1. Effective functioning of economic agents ensuring					
Theme 1. Entrepreneurial activities organization	12	1	3	1	7
Theme 2. Demand and supply investigation	12	1	3	1	7
Theme 3. Benchmarking: nature, principles, sources	12	2	3	1	6
Theme 4. Modern methods of personnel motivation	12	1	3	1	7
Theme 5. Effective advertising: indicators, principles of realization	12	2	3		7
Total of module 1	60	7	15	4	34
Content module 2. Analytical procedures of management					
Theme 6. Strategic analysis of the environmental and business objectives determination	12	2	3	1	6
Theme 7. Effective leadership and management	12	1	3	1	7

Continuation of table 2

1	2	3	4	5	6
Theme 8. Effective management: an innovative approach	12	1	3	1	7
Theme 9. Business model: the essence, components, tools for development	13	2	3	1	7
Theme 10. Management psychology: the essence, modern approaches	11	1	3	0	7
Total of module 2	60	7	15	4	34
Total hours	120	14	30	8	68

5. Practical training themes

Table 3

№	Theme	Hours
1	2	3
1	Entrepreneurial activities organization <ol style="list-style-type: none"> 1. The essence and importance of entrepreneurship. 2. The main principles of entrepreneurial activity. 3. Types of entrepreneurship. 4. Franchising. 5. Enterprise creation. 6. Business financing. 7. Innovative entrepreneurship. 	3
2	Demand and supply investigation <ol style="list-style-type: none"> 1. The essence of the supply and peculiarities of its formation. 2. Characterization of price and non-price supply factors. 3. The elasticity of supply. 4. The essence of the demand and peculiarities of its formation. 5. Characterization of price and non-price demand factors. 6. The elasticity of demand. 	3
3	Benchmarking: nature, principles, sources <ol style="list-style-type: none"> 1. The essence, peculiarities and principles of benchmarking. 2. Benchmarking development stages. 3. Types of benchmarking and their general characteristics. 4. Models of benchmarking. Phases of benchmarking. 5. Strategic directions of the information and analytical work. 6. The opportunities of benchmarking applications. 	3
4	Modern methods of personnel motivation <ol style="list-style-type: none"> 1. The essence and characteristics of modern personnel motivation. 2. Modern methods of intangible personnel motivation. 3. Foreign experience of intangible personnel motivation. 4. Intangible personnel motivation in domestic enterprises. 5. Review of the basic mistakes of intangible personnel motivation. 	3

1	2	3
5	<p>Effective advertising: indicators, principles of realization</p> <ol style="list-style-type: none"> 1. Theoretical principles of advertising. 2. Types of advertising. Means of advertising dissemination. 3. Basic requirements to advertisements. 4. The essence and main characteristics of effective advertising. 5. The concept of advertising slogan. 6. The rules of effective advertisement creation. 	3
6	<p>Strategic analysis of the environmental and business objectives determination</p> <ol style="list-style-type: none"> 1. The theoretical basis of the organization strategy formation. 2. Mission and goals determination. 3. Diagnostics of the environment. 4. Strategic alternatives reviewing. 5. The essence, importance and purpose of strategic analysis. 6. Stages and methods of strategic analysis. 	3
7	<p>Effective leadership and management</p> <ol style="list-style-type: none"> 1. The nature of leadership and its components. 2. The peculiarities of leaders' typology and leadership styles. 3. The concept of leadership effectiveness. 4. Modern approaches to leadership effectiveness. 5. Forms of leadership influence: leadership and power. 6. Distinction between "governance" and "leadership". 	3
8	<p>Effective management: an innovative approach</p> <ol style="list-style-type: none"> 1. Improving the efficiency of the organization performance on the basis of innovation. 2. Innovative approaches to the personnel management. 3. Risks of innovative structures activities. 4. Situational approaches to the effective leadership. 5. Approaches to the innovation enterprise management. 	3
9	<p>Business model: the essence, components, tools for development</p> <ol style="list-style-type: none"> 1. The essence and importance of business modelling. 2. Forming of enterprise business models. 3. Evaluation of business models efficiency. 4. Business processes of the company. 5. Components of a business model at the enterprise. 6. Tools for the development of business models. 	3

Ending of table 3

1	2	3
10	Management psychology: the essence, modern approaches 1. The essence and peculiarities of management psychology as a science and practice. 2. Psychological approaches to work motivation. 3. Psychological aspects of management. 4. The term “manipulation” in management. 5. Psychology of conflicts and their solutions. 6. The technology of conflict management. 7. Business ethics.	3
	Total	30

6. Self-study

Table 4

№	Theme	Hours
1	Entrepreneurial activities organization.	7
2	Demand and supply investigation.	7
3	Benchmarking: nature, principles, sources.	6
4	Modern methods of personnel motivation.	7
5	Effective advertising: indicators, principles of realization.	7
6	Strategic analysis of the environmental and business objectives determination.	6
7	Effective leadership and management.	7
8	Effective management: an innovative approach.	7
9	Business model: the essence, components, tools for development.	7
10	Management psychology: the essence, modern approaches.	7
	Total	68

7. Teaching techniques

Lectures, including multimedia projector option, discussions and explanations, practical training, business games, interactive teaching techniques (group and face-to-face), self-study are used in the educational process.

8. The form of the final evaluation of the educational success

The form of the final evaluation of the educational success is the credit that is passed by the students in the examination period in accordance with the educational programme.

Test questions

1. The essence and importance of entrepreneurship.
2. The main principles of entrepreneurial activity.
3. Innovative entrepreneurship.
4. Entrepreneurship in Ukraine: problems and prospects.
5. Problems of small business development.
6. The essence of the supply and peculiarities of its formation.
7. Characterization of price and non-price supply factors.
8. The essence of the demand and peculiarities of its formation.
9. Characterization of price and non-price demand factors.
10. The essence, peculiarities and principles of benchmarking.
11. Types of benchmarking and their general characteristics.
12. Models of benchmarking.
13. Strategic directions of the information and analytical work.
14. The opportunities of benchmarking applications.
15. Benchmarking as a tool to enhance the competitiveness of enterprises.
16. Benchmarking effectiveness evaluation.
17. The essence and characteristics of modern personnel motivation.
18. Formation of the motivation system in the company.
19. Modern methods of intangible personnel motivation.
20. Foreign experience of intangible personnel motivation.
21. Intangible personnel motivation in domestic enterprises.
22. Adaptation of international intangible motivation techniques to modern motivation system in Ukraine.
23. Review of the basic mistakes of intangible personnel motivation.
24. Theoretical principles of advertising.

- 25.Types of advertising.
- 26.Means of advertising dissemination.
- 27.Basic requirements to advertisements.
- 28.The essence and main characteristics of effective advertising.
- 29.The concept of advertising slogan.
- 30.The rules of effective advertisement creation.
- 31.Basic approaches to evaluating the effectiveness of advertising.
- 32.The assessment of the advertising impact to subconsciousness.
- 33.Peculiarities of the advertising program realization.
- 34.The theoretical basis of the organization strategy formation.
- 35.Mission and goals determination.
- 36.The essence, importance and purpose of strategic analysis of the enterprise.
- 37.Stages of strategic analysis.
- 38.Methods of strategic analysis.
- 39.Peculiarities of the practical application of SWOT-analysis.
- 40.Peculiarities of the practical application of PEST-analysis.
- 41.The nature of leadership and its components.
- 42.The peculiarities of leaders' typology and leadership styles.
- 43.The concept of leadership effectiveness.
- 44.Modern approaches to leadership effectiveness.
- 45.Distinction between "governance" and "leadership".
- 46.Improving the efficiency of the organization performance on the basis of innovation.
- 47.Innovative approaches to the personnel management.
- 48.Risks of innovative structures activities.
- 49.Situational approaches to the effective leadership.
- 50.Approaches to the innovation enterprise management.
- 51.The essence and importance of business modelling for the enterprise.
- 52.Forming of enterprise business models.
- 53.Evaluation of business models efficiency.

- 54.Components of a business model at the enterprise.
- 55.Tools for the development of business models.
- 56.Grounding of the modern business model.
- 57.Psychological approaches to work motivation.
- 58.Psychological aspects of management.
- 59.The term “manipulation” in management.
- 60.Psychology of conflicts and their solutions.

9. Methods and tools for educational success diagnosing

Methods and tools for educational success diagnosing are as follows: practical training tasks, tests, multiple-choice items, problem-solving tasks, business games, case studies, self-study, credit.

10. Distribution of students’ grades

The final course grade (on a 100-point scale) is determined by two options:
 1) accounting points got by module tests without passing the final course test (credit);
 2) counting out points got by module tests, but with passing the final course test (credit).

In the first case the final semester grade is determined as a sum of two components:

- grades for the current evaluation on the appropriate themes (40 grades);
- grades for the module tests (60 grades).

In the second case (if the student didn’t get 60 grades during the semester or wants to increase his rating) grades for the module tests are not taking into account, the total semester grade is determined as a sum of two components:

- grades for the current evaluation on the appropriate themes (40 grades);
- grades for the final course test (credit) : max 60 grades, including 20 grades for the theoretical question and 40 for the practical task.

Table 5

Current evaluation (max = 40 grades)										Final evaluation (max = 60 grades)		Total grades
Module 1										Module 2		
Content module 1					Content module 2					MT 1	MT 2	
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10			
4	4	4	4	4	4	4	4	4	4	30	30	100

Grading scale (national and ECTS)

Total grades of all activities	ECTS grade	National grade
90 – 100	A	Passed
82 – 89	B	
75 – 81	C	
67 – 74	D	
60 – 66	E	
1 – 59	Fx	Failed

11. Methodical Support

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