



## BUSINESS POLICIES

### Master Degree

### Syllabus

### BOK 2.23

### MBA 512

### Specialty: 073 “Management”

### Educational program “Business Administration”

<b>Instructors:</b> Ph.D. Deineko O.	<b>ECTS Credits:</b> 6
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## Course Description

This course is designed for post-graduate students who wish to learn or refresh methodologies, policies, and methods for running, analyzing, and controlling modern business.

## Course Outcomes

Upon successful completion of this course, students will be able to:

PH.2. Identify problems in the organization and justify methods for solving them.

PH.3. Design effective management systems for organizations.

PH.5. Plan the activities of the organization in strategic and tactical sections.

PH.7. Organize and carry out effective communications within the team, with representatives of various professional groups and in the international context.

PH.8. Use specialized software and information systems to solve management problems of the organization.

PH.9. Be able to communicate in professional and scientific circles in the state and foreign languages.

PH.10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.

PH.12. Be able to delegate authority and management of the organization (unit).

## Competences

3K2. Ability to communicate with representatives of other professional groups from different levels (with experts from other fields of knowledge / types of economic activity);

3K5. Ability to act on the basis of ethical considerations (motives);

CK2. 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;

CK4. Ability to effectively use and develop the organization's resources;

CK5. Ability to create and organize effective communications in the management process;

CK6. Ability to form leadership qualities and demonstrate them in the process of managing people;

CK8. Ability to use psychological technologies at work with staff.

**Internationality:** The international aspect of the course includes:

Studying in English

International data

International experience

International business cases.

## **Communications**

For individual issues, students should contact the professor **ONLY** by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

Note! Only emails sent from the student's corporate email address will be answered.

Attention! Official and only language used for assessment activities is English. Official and only languages used for communication within the University are Ukrainian and English.

## **Student Responsibilities**

### **Time Commitment**

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

### **Technical Aspects**

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

## **Grading Policy**

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is 60%.

## Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

### Course-level Grading guidelines:

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
60% - 69%	E	3 (Acceptable)
35% - 59%	FX	Not acceptable, possible repetition of course

### Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material;
C	processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 100 points incl. (Midterm and Final exam are 60% of overall evaluation, where Midterm – 20% and Final – 40%)

Test / Assignment / Project – 40 points (several times during the course)

Midterm exam – 20 points

Final exam – 40 points

## **Student Workload**

It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of lectures with the instructor and 7 academic hours of personal work. Personal work includes learn the course material.

Please pay attention that 1 academic hour equals to 40 minutes.

## **Assignment Format**

- All work should be shown in time. If the student misses the deadline – the task is failed.
- Midterm covered topics from previous lectures (weeks 1-7). It included multiple choice questions and cases (essays) and took about 1.5 hours.
- The Final exam covered all course material and included multiple choice questions and cases (essays). It lasts for 1.5 hours. Admission to the Final exam is possible only if all the tasks of the curriculum are covered.
- After the Midterm and Final is graded a student has access to the grade only. Access to the attempt, corrects answers and information whether the answer is correct cannot be granted.

## **Academic dishonesty**

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. Fabrication – altering or transmitting, without authorization, academic information or records.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final the unsatisfactory

grade (“0”) is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean’s office) and on UACU’s computer/laptop or online on the student’s computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.

Submission or retaking of any assessment activities after deadlines are forbidden.

### **Submission & Return Policy**

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

\*\*\*\* NO MAKE –UP QUIZZES AND EXAMS \*\*\*\*

### **Schedule**

<b>Week #</b>	<b>Research Projects</b>	<b>Assignments Due</b>	<b>Points</b>
Lecture 1	Introduction	Lecture + home task	2
Lecture 2	Corporate Governance	Lecture + home task	2
Lecture 3	Analyzing strategic management cases, Organizational structure	Lecture + home task	2
Lecture 4	Strategic Management process	Lecture + home task	2
Lecture 5	Strategic Management process	Lecture + home task	2
Lecture 6	The balanced scorecard, KPI	Lecture + home task	2
Lecture 7	New ventures and business building	Lecture + home task	2
	Midterm (8th class) 20% out of the total amount of points for the course		20
Lecture 8	Case presentation	Lecture + home task	2
Lecture 9	Corporate level strategy	Lecture + home task	2
Lecture 10	Strategic control and corporate governance	Lecture + home task	2
Lecture 11	Strategic Leadership	Lecture + home task	2
Lecture 12	Ethical organization	Lecture + home task	2
Lecture 13	Portfolio strategy, diversification, risks	Lecture + home task	2
Lecture 14	Case presentation	Lecture + home task	2
Lecture 15	Project	Project	12
	Final (17 <sup>th</sup> class) 40% out of total amount of points for the course		40

## Recommended Materials

Textbook: Business Policies, Harvard textbook (available in the library), Strategic Management (Dess, Lumpkin, Eisner) (available in the library)/

Additional selected readings from texts and articles available through the Internet will be assigned as well as handouts will be prepared for each class by the Instructor.

*\* The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 1 від 22.01.2022 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Завідувач кафедри



Л.В. Жарова

Викладач



О.Т. Дейнеко

