



Україна, 01601, м. Київ, вул. Пирогова, 9

ConcordiaUA

9, Pyrohova street, Kyiv, 01601, Ukraine

Тел./tel.: +38(044)236-90-85; моб./cell: +38(050)331-42-95

[info@uacu.edu.ua](mailto:info@uacu.edu.ua) • [www.concordia.edu.ua](http://www.concordia.edu.ua)

## BUSINESS POLICY

Syllabus

III 2.12

BUPL – 432

Specialty: 073 Management

Educational program “Bachelor of Business Administration in Management and International Business”

Quarter/Year: Spring / 2026

Instructors: Liudmila Sierova, Ph.D

ECTS Credits: 6

US Credits: 3

Contact

information: [liudmyla.serova@uacu.edu.ua](mailto:liudmyla.serova@uacu.edu.ua)

*Prerequisites:* Principles of Management, Principles of Marketing, International Economic Relations

### Course Description

Business Policy is a senior-level management course about the policies and strategies used by firms to create and maintain competitive advantage. Designing and executing superior strategies is more critical than ever because no firm or organization can take its competitive advantages for granted in today's turbulent, faced-paced, and global business environment. A firm's strategy must permeate all departments and functional areas to be successful. Therefore, this course draws on the knowledge gained from your studies in the functional areas of business (e.g., marketing, organizational behavior, finance, accounting, etc.) and aims to integrate this knowledge by applying a general management point of view – we will analyze decisions and strategies in light of the total enterprise. We will also spend some time on corporate strategy – how do firms create value from operating multiple business units.

### Course Outcomes

PH1. Know personal rights and responsibilities as a member of society, be aware of the values of civil society, the rule of law, human and civil rights and freedoms in Ukraine.

PH4. Demonstrate skills to identify problems and justify management decisions.

PH5. Describe the content of the functional areas of the organization.

PH7. Demonstrate organizational design skills.

PH8. Apply management methods to ensure the effectiveness of the organization.

PH9. Demonstrate skills of interaction, leadership, teamwork.

PH12. Assess the legal, social and economic consequences of the organization.

PH13. Communicate orally and in writing in state and foreign languages.

PH14. Identify the causes of stress, adapt yourself and the members of the team to the stressful situation, finding ways to neutralize it.

PH15. Demonstrate the ability to act socially responsibly and socially consciously on the basis of ethical considerations (motives), respect for diversity and interculturalism.

PH17. Perform research individually and/or in a group under the guidance of a leader.

### **Competencies**

3K1. Ability to realize their rights and responsibilities as a member of society, to understand the values of civil (free democratic) society and the need for its sustainable development, the rule of law, human and civil rights and freedoms in Ukraine.

3K12. Ability to generate new ideas (creativity).

3K14. Ability to work in an international context.

CK1. Ability to identify and describe the characteristics of the organization.

CK13. Understanding of the principles and norms of law and use them in professional activities.

CK14. Understanding of the principles of psychology and use them in professional activities.

**Internationality:** The international aspect of the discipline includes the study of basic management practical approaches of the global companies.

### **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.

Students are responsible for following the schedule, attending classes, completing assignments on time and to the required standards, and maintaining academic integrity. These responsibilities are not open for discussion with instructors or the dean's office.

#### **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 consultations 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; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
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 – 750 points incl. (Midterm and Final exam are 50% of overall evaluation, where Midterm – 20% and Final – 30%)

Test / Assignment / Project – 300 points (40% of the total for the course are tasks taken or presented exceptionally during the class)

Midterm exam – 150 points

Final exam – 225 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 participation in conferences, projects, individuals' assignments.

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 covers topics from previous lectures (weeks 1-6). It includes multiple choice questions and cases and took about 1.5 hours.

The Final exam covers all course material and includes multiple choice questions and cases. 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.

Lecture	Research Projects	Assignments Due	Points
1	Introduction and Course Overview. Strategic Management: Creating Competitive Advantages		20
2	Analyzing the External Environment of the Firm		25
3	Assessing the Internal Environment of the Firm		30
4	Business-Level Strategy: Creating and Sustaining Competitive Advantages		30
5	Corporate-Level Strategy: Creating Value through Diversification		30
6	Strategy Formulation and Implementation		30
7	Course review for Mid-Term Examination		
	Midterm		150
8	International Strategy: Creating Value in Global Markets		30
9	Entrepreneurial Strategy and Competitive Dynamics		30
10	Business Planning and Forecasting		30
11	Strategic Control and Corporate Governance		30
12	Strategic Leadership		30
13	Managing Innovation. Effective Organizational Designs		30
14	Business Policy Efficiency		30
15	Course review for Final Examination		
	Final		225

### **Recommended Materials**

1. Anderson L., Buengel D., Simpson J. J. 2025. Strategic Management and Case Analysis: An Integrated Approach, Virginia Tech Publishing.
2. David F. R., David F. R., David M. E. 2025. Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Global Edition, 18th edition, Pearson, ISBN 9781292745275.

3. Dess G., McNamara G., Eisner A., Lee S. 2022. Strategic management: text and cases, 10<sup>th</sup> edition, McGraw-Hill Education, ISBN 978-1-260-07508-3.
4. Dyer J. H., Godfrey P. C., Jensen R. J., Bryce D. J. 2023. Strategic Management: Concepts and Cases, 5th edition, Wiley, ISBN 9781394161881.
5. Hill C. W. L., Schilling M. A. 2024. Strategic Management: Theory & Cases: An Integrated Approach, 14th edition, Cengage, ISBN 9780357716625.
6. Kennedy R., Jamison E., Simpson J., Kumar P., Kemp A., Awate K., Manning K. 2020. Strategic Management, adapted by Reed Kennedy, Virginia Tech Publishing.
7. Lynch R., Barish O., Chau V. S., Thornton C., Warner K. S. R. 2024. Strategic Management, 10th edition (Revised and Updated Edition), SAGE Publications Ltd, ISBN 9781529672558.
8. Wheelen T. L., Hunger J. D., Hoffman A. N., Bamford C. E. 2024. Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 16th edition, Pearson, ISBN 9781292474571.
9. Sierova, L. (2026). Modelling grain yield under the influence of agrotechnological and climatic factors: a regularised regression analysis. Agricultural and Resource Economics: International Scientific E-Journal, 12(1), 125–148. <https://doi.org/10.51599/are.2026.12.01.05>
10. Sierova, L. (2025) DETERMINANTS OF FOREIGN DIRECT INVESTMENT IN DEVELOPING ECONOMIES: COMPREHENSIVE ANALYSIS // ECONOMICS - Innovative and Economics Research Journal, 2025. Doi: 10.2478/eoik-2025-0101
11. Sierova, L. (2024) Management and Marketing of the Wartime Agribusiness in Ukraine. Economics Ecology Socium 2024, 8, 64-77. <https://doi.org/10.61954/2616-7107/2024.8.1-6>
12. Sierova, L. (2024). Global Practices and Experiences in Developing a Green Economy amid Financial Crises. Grassroots Journal of Natural Resources, 7(3): 244-270. <https://doi.org/10.33002/nr2581.6853.070314>

Протокол засідання кафедр № 1 від 27.01.2026 року

Проректор з навчально-методичної роботи

Завідувач кафедри

Викладач

 Л.І.Кондратенко

 А.Г.Цибуляк

 Л.П.Сєрова