



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 • www.concordia.edu.ua

**European Business
Master Degree
Syllabus
BOK 2.32
MBA 552
Specialty: D3 "Management"
Educational program "Business Administration"**

Quarter/Year: Spring / 2026

ECTS Credits: 6

Instructor: Roksoliana Liubachivska, PhD

US Credits: 3

Contact information:

roksoliana.liubachivska@uacu.edu.ua

Prerequisites: -

Course Description.

This course is a summary of the study of management. It covers all its aspects from the point of view of the effectiveness of their implementation. The goal is to get acquainted with modern scientific approaches and practical aspects of the application of performance management. For this, during the course, the following main topics will be studied: financial performance measures in the private sector; performance management in not-for-profit organizations; non-financial performance indicators; causes and consequences of crisis situations in organizations; impact of business structure and information technologies on performance management; and other topics.

The course is built with the use of cases, in particular, in relation to the practical skills of drawing up a company's sales budget and the development and evaluation of KRI (key performance indicators) and OKR (Objectives and Key Results).

After studying the course, students will be able

Course Outcomes

PH3. Demonstrate the knowledge of theories, methods and functions of management, modern leadership concepts.

PH 4. Demonstrate the skills to identify problems and justify management decisions.

PH 5. Describe the content of the functional areas of an organization.

PH 6. Demonstrate the skills to search, collect and analyze information, calculate indicators to justify management decisions.

PH 7. Demonstrate organizational design skills.

PH 8. Apply management methods to ensure the effectiveness of an organization.

- PH 9. Demonstrate the skills of interaction, leadership, teamwork.
- PH 10. Have the skills to justify effective tools to motivate the staff of an organization.
- PH 11. Demonstrate the skills of situation analysis and establishing and ensuring communication in various areas of an organization's activity.
- PH 12. Assess the legal, social and economic consequences of an organization's operation.
- PH 13. Communicate orally and in writing in the state and foreign languages.
- PH 15. Demonstrate the ability to act in a socially responsible manner and socially consciously on the basis of ethical considerations (motives), respect for diversity and interculturalism.
- PH 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.
- PH 17. Perform research individually and/or in a group under the guidance of a leader.

Competencies

- 3K.3. Ability to abstract thinking, analysis, synthesis.
- 3K.4. Ability to apply knowledge in practical situations.
- 3K.5. Knowledge and understanding of the subject area and understanding of professional activity.
- 3K.7. Ability to communicate in a foreign language.
- 3K.8. Skills in the use of information and communication technologies.
- 3K.9. Ability to learn and master modern knowledge.
- 3K.10. Ability to conduct research at the appropriate level.
- 3K.12. Ability to generate new ideas (creativity).
- 3K.14. Ability to work in an international context.

- CK.3. Ability to determine the prospects for the development of the organization.
- CK.4. Ability to identify functional areas of the organization and the relationships between them.
- CK.5. Ability to manage the organization and its departments through the implementation of management functions.
- CK.6. The ability to act socially responsibly and consciously.
- CK.7. Ability to choose and use modern management tools.
- CK.8. Ability to plan the activities of the organization and manage time.
- CK.9. Ability to work in a team and establish interpersonal interaction in solving professional problems.
- CK.11. Ability to create and organize effective communications in the management process.
- CK.14. Understanding of the principles of psychology and use them in professional activities.

Internationality: Internationality: The knowledge provided in the course is applicable in many world cultures.

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! The 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% (70% for Master's courses).

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:

Bachelor

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

Master

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)
35% - 69%	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 – 700 points incl. (Midterm and Final exam are 70% of overall evaluation, where Midterm – 30% and Final – 40%)

Test / Assignment / Project – 138 points (several times during the course)

Consultations – 72 points (10-15% of the total for the course are allocated for consultations)

Midterm exam – 210 points

Final exam – 280 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 working on lecture materials (including consultations) and 7 academic hours of personal work. Personal work includes Tests/Assignments/Projects.

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 60 minutes.

- The Final exam covered all course material and included multiple choice questions and different types of quizzes. It lasts for 60 minutes. 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

Lecture	Research Projects	Assignments	Points
	Consultation x 4	Participation in Discussions	4x9
1	How History and Politics Shape the Business Environment	-	-
2	Enlargement and the Theories of Integration	Individual Assignment	7
3	Institutional Players: How the Rules and Agendas of the European Business Environment Are Set	Individual Assignment	7
4	The Europeanization of the Business Environment	Individual Assignment	7
5	The Europeanization of Business Management	Individual Assignment	7
6	European Economics, Finance and Funding	Test (Modules 1-6)	13
7	Analytical Report Assignment I	Report	28
	Midterm 30% out of total amount of points for the course	Exam	210
8	Consultation x 4	Participation in Discussions	4x9
9	Marketing in Europe	-	-
10	European Non-Market Strategy: Lobbying the Playing Field	Individual Assignment	7
11	European Business in a Global Context: Competing Internationally	Individual Assignment	7
12	Energy Policy: the Quest for Competitive, Clean, and Secure Energy Supplies	Individual Assignment	7
13	EU Environment Policy: A Green Light for Competitiveness?	-	-
14	A Digital Agenda for Europe: Creating the Inclusive Information Economy	Individual Assignment	7
15	The Brussels Effect – Europe as a Global Regulatory Superpower	Test (Modules 7-13)	13
	Analytical Report Assignment II	Report	28
	Consultation x 4	Participation in Discussions	4x9
	Final 40% out of total amount of points for the course	Exam	280

Total 700

Main Books

1. Suder, Gabriele, and Johan Lindeque. (2018) 2018. Doing Business in Europe. 3rd ed. SAGE Publications. **Click on the link to access the document: LINK**
2. Johnson, D., & Turner, C. (2015). European Business (3rd ed.). Routledge. **Click on the link to access the document: LINK**

Recommended Materials

1. Christian Freudlsperger & Lucas Schramm. (2025) Assessing external pressures: European integration in the geopolitical age. Journal of European Public Policy 0:0, pages 1-26.
2. Panait, M.; Cibu, B.R.; Teodorescu, D.M.; Delcea, C. European Fund Absorption and Contribution to Business Environment Development: Research Output Analysis Through Bibliometric and Topic Modeling Analysis. Businesses 2025, 5, 45. <https://doi.org/10.3390/businesses5040045>

3. Miroslav Nemčok, Zhen Jie Im, Maria Grasso & Franco Bonomi Bezzo. (2026) Public opinion and the welfare state: sources, processes, and consequences. *Journal of European Public Policy* 33:4, pages 993-1017.
4. Correia, M.P., Marques, C.S., Silva, R. et al. Academic Entrepreneurship Ecosystems: Systematic Literature Review and Future Research Directions. *J Knowl Econ* 15, 17498–17528 (2024). <https://doi.org/10.1007/s13132-024-01819-x>

Additional online materials

- Politico Europe (Home & Playbook): www.politico.eu
- Euractiv (EU Policy News): www.euractiv.com
- Sifted (European Tech & Startup News): sifted.eu
- European Central Bank (Economic Bulletin & Insights): www.ecb.europa.eu
- Bruegel: www.bruegel.org

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

Протокол засідання кафедр № 1 від 27.01.2026 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Завідувач кафедри



А.Г.Цибуляк

Викладач



Р.З.Любачівська

