PJSC “Higher Educational Institution
"INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT”

МАУП

SYLLABUS
of the academic discipline

DIGITAL TECHNOLOGIES IN MANAGEMENT

Level of higher education: first (bachelor's) level

Field of knowledge: D Business, Administration and Law

Specialty: D3 Management

Study program: Management

IAPM 2025

General information about the academic discipline

Name of the academic discipline	Digital technologies in management
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	3 credits/90 hours Lectures: 12 hours Seminars/practical classes: 18 hours Students' independent work: 60 hours
Terms of study of the discipline	4 semester
Language of instruction	Ukrainian
Final control type	Pass/fail (credit)

General information about the instructor. Contact information.

Full name of the instructor	Pavlo Bodenchuk
Academic degree	-
Position	Lecturer in Economics
Areas of scientific research	Information and analytical support for business process management in the context of digital economic transformation
Links to the registers of identifiers for scientists	ORCID: https://orcid.org/0009-0000-0640-7977
Contact information	
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Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/bodenchuk-ps-portfolio-a.pdf

Discipline's description.

The course "Digital technologies in management" is devoted to the study of digital tools, platforms and systems used in modern management of organizations. The main focus is on the application of digital technologies to support management decisions, optimize business processes, automate management functions, communicate, exchange data and analyze large volumes of information. Students of higher education will master basic and specialized digital tools, consider examples of the use

of information systems in strategic, operational and tactical management, study the potential of artificial intelligence technologies, cloud services, business analytics, CRM, ERM, decision support systems, etc. The course has an applied orientation and forms digital competence as a mandatory element of the professional readiness of a modern manager.

The subject of the discipline is digital technologies as tools for managing organizations, processes, personnel and data in the digital economy. The subject field of the course includes: information and analytical systems, digital communication platforms, software for planning, monitoring and control, cloud services, elements of artificial intelligence in management, analytical panels and other digital solutions that support management decision-making.

The aim of the discipline is to create the knowledge and practical skills of students regarding the effective use of digital technologies in management activities, as well as the development of the ability to critically evaluate, implement and adapt modern digital solutions to the needs of organization management. The course is aimed at providing future managers with digital literacy, practical awareness in the selection and use of digital tools, understanding of the strategic consequences of digital transformation for management processes, as well as preparing them for activities in the conditions of the digital economy, flexible organizational structures and a dynamic technological environment.

The objectives of the discipline:

1. To acquaint students of higher education with the conceptual and categorical apparatus of digital management and digital transformation;
2. To provide knowledge about modern digital tools, platforms and systems used in management;
3. To teach how to apply digital technologies for data analysis, planning, organization, motivation, control and communication;
4. To form skills for working with applied digital systems: ERP, CRM, BPM, BI, SCM;
5. To introduce cloud computing, artificial intelligence and analytics technologies in the context of management;
6. To develop critical thinking on the choice of digital solutions to achieve the goals of the organization;
7. To promote the formation of a digital culture, the ability to learn throughout life and adapt to changes in the digital environment.

Prerequisites for the discipline:

The course is general subject and interdisciplinary in nature. It is related to all economic sciences taught to managers in higher education.

Post-requisites for the discipline:

the following disciplines continue the study of this subject: “Finance”, “Financial Statistics”, “Business Analysis”, “Business Economics”, “Fundamentals of Scientific Research”, “Business Reporting”, “Insurance”.

Program competences

General competences	GC2. Ability to preserve and enhance moral, cultural, and scientific values and contribute to the achievements of society based on an understanding of the history and regularities of development in the field, its place within the general system of knowledge about nature and society, and its role in the development of society, technology, and innovation; ability to use various types and forms of physical activity for active recreation and maintaining a healthy lifestyle. GC8. Skills in using information and communication technologies. GC9. Ability to learn and acquire up-to-date knowledge. GC10. Ability to conduct research at the appropriate level.
Special competences	SC7. Ability to select and apply modern management tools. SC12. Ability to analyze and structure organizational problems and develop well-founded decisions .
Intended learning outcomes	ILO6. Demonstrate skills in searching for, collecting, and analyzing information, and calculating indicators to justify managerial decisions . ILO7. Demonstrate skills in organizational design . ILO11. Demonstrate the ability to analyze situations and communicate effectively across various areas of organizational activity. ILO12. Evaluate the legal, social, and economic implications of an organization’s operations.

Content of the academic discipline

№	Topics	Number of hours, of which :			
		Lectures	**Seminars**	**Independent work**	**Teaching methods /assessment methods**

4th semester **Content module 1. Basics of information technologies in management activities**				
Topic 1	Information technologies and systems and basic information processes of their implementation	2	2	6
Topic 2	MS Word processor functionality	-	2	8
Topic 3	Basics of working in cloud environments. The genesis of cloud technologies..	2	2	4
Topic 4	Features of the Microsoft Office 365 office suite. Advantages of using Google services	-	2	8
Topic 5	Graphic editors. Creation and display of presentations	2	2	4
Content module 2. Basics and principles of application of Internet resources				
Topic 6	Basics of website development. Data protection when working on the Internet.	2	1	8
Topic 7	Data protection when working on the Internet. Browsers.	2	1	4
Topic 8	Basics of working with databases.	-	2	8
Topic 9	Automation of professional documentation using the Word editor	2	2	4
Topic 10	Table processors in professional activities	-	2	6
Module test				
Total :		**12**	**18**	**60**
Final assessment: pass/fail (credit)				

Teaching methods: methods of organizing and carrying out educational and cognitive activities (lecture, story, explanation, conversation, practical work, work with educational and methodological literature); methods of stimulating and motivating educational and cognitive activities (methods of forming cognitive interests, methods of stimulating and motivating duty and responsibility); innovative and interactive teaching methods (interactive methods, multimedia methods); methods of control and self-control (methods of oral control, methods of written control, self-control methods).

Assessment methods: oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, essays); test control; method of self-control and self-assessment; assessment of case tasks.

Technical equipment and/or software – official website of IAPM: http://IAPM.com.ua The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

Methods of ongoing assessment include: oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

Grading system and requirements.
Table of distribution of points received by students

	Ongoing knowledge assessment										Module assessment task	Pass /Fail	Total points
Topics	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	20	20	100
Work during the seminar	5	5	5	5	5	5	5	5	5	5			
Independent work	1	1	1	1	1	1	1	1	1	1			

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

Modular assessment. Modular assessment in the discipline "Digital technologies in management" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline "Digital technologies in management":

When evaluating the modular test, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

"A" - 18-20 points;
"B" - 16-17 points;
"C" - 14-15 points;
"D" - 12-13 points.
"E" - 10-11 points;
"FX" - less than 10 points.

The final semester assessment in the discipline "Digital technologies in management" is a mandatory form of evaluating student learning outcomes. It is conducted within the time frame defined by the academic schedule and covers the scope of material specified in the course program.

The final assessment is administered in the form of a test. A student is admitted to the semester assessment only upon completion of all required coursework.

The final grade is assigned based on the student's performance throughout the semester. The student's rating score consists of the points accumulated through ongoing assessment activities and incentive points.

Students who have completed all required tasks and achieved a rating score of 60 points or higher receive a grade corresponding to the obtained rating without additional testing.

For students who have completed all required tasks but have a rating score below 60 points, as well as for those who wish to improve their score, the instructor conducts a final semester assessment in the form of a test during the last scheduled class of the discipline in the semester.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.

Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations, and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure

comprehensive assimilation of the study program and contribute to the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail unsatisfactory with mandatory re-study of the discipline

Discipline's Policy:
- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The discipline "Digital technologies in management" requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and presentations must be original, authored by the student, and not overloaded with

quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

Methodological support of the academic discipline

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline "Digital technologies in management".

Recommended sources of information:

Basic literature:

1. Garafonova O.I., Zhosan G.V. Digitization and automation of business processes: the difference between definitions and a place in enterprise management. Tavri Scientific Bulletin. Economy series. 2023. Issue 15. S. 161-166.
2. Kobushko Y.V., Manzhola B.V. The role of digital transformation in optimizing the management of organizations. Problems of modern transformations. Series: economics and management. 2023. № 10. https://doi.org/10.54929/2786-5738-2023-10-04-08
3. Krause O., Pinyak I., Shpylik S. CRM as a source of information for the development of marketing projects and strategic competitiveness management. Galician Economic Bulletin. 2022. Volume 77. № 4. S. 94-102.
4. Kraus K., Kraus N., Marchenko O. Peculiarities of using digital technologies "Internet of Things" and the latest systems in business. European Scientific Journal of Economic and Financial Innovation. 2022. №1(9). S. 73-83.
5. Kulinich T., Sterniuk O. Management models in enterprise management: challenges of digitalization. Economic space. 2023. № 184. S. 101-106.
6. Lebid, O. V. Digital and information technologies in enterprise management: reality and a look into the future. Economy and society. 2023. № 55. https://doi.org/10.32782/2524-0072/2023-55-19
7. ObidennovaT., & Vasiliev V. Digital technologies in enterprise management: theoretical aspect. Adaptive management: theory and practice. Economy series. 2023. № 15(30). https://doi.org/10.33296/2707-0654-15(30)-12
8. Raiko D.V., Paymash G.V., Krolivets I. IN. Effectiveness of using interactive communication tools and CRM systems in a digital marketing environment. Eastern Europe: economy, business and management. 2024. № 1(42). S. 126-132.
9. Tomakh V.V., Sigaeva M.V., Martynenko T. IS. Digital transformation of management of Ukrainian enterprises in the context of sustainable development:

innovative solutions, creative technologies. Academic visions. 2023. № 18. http://dx.doi.org/10.5281/zenodo.7840221
10. Chubuk L.P., Yatsenko O.V., Ovander N.L. The impact of the digital economy on changing business and financial management models: institutionalizing digital transformations. Economy. Management. Business. 2024. №1(44). S. 58-64.
11. Kalina I.I., Palii S.A., Shulyar N.M. Determination of the main priorities for the implementation of the strategy of digitalization of enterprises in the conditions of martial law. MAUP. Economic sciences. 2022. Vol. 3 (66). Kyiv: Interregional Academy of Personnel Management, 2022. S. 63-69. https://doi.org/10.32782/2523-4536/66-9 (Professional edition)
12. Iryna Kalina, Nataliia Shuliar. Strategy for the development of digital technologies for business processes at an enterprise in/under conditions of economic uncertainty: monograph. Recommended for publication by the Academic Council of the Interregional Academy of Personnel Management (Protocol No. 7 dated July 5, 2023). 2023. 168 c. URL: http://surl.li/qbwcc

Additional literature:

1. Vovk V., Havrylchenko O., Cherkaskyi O. The influence of digitalization on the formation of marketing strategies of enterprises: the use of digital tools. Economy and society. 2025. № 72. https://doi.org/10.32782/2524-0072/2025-72-1
2. Gurzhii N., Gavran V., Sapotnitska N. Digital technologies and their impact on the management of logistics processes of enterprises. Economy and society, 2023. №55. https://doi.org/10.32782/2524-0072/2023-55-20
3. Gushcha A.Yu., Nesvit D.M. Digital management as a tool for the transformation of modern business. Research and innovation. 2024. № 3 (3). S. 13-19.
4. Drugova OS. Strategies to increase competitiveness through digital technology, innovation and sustainable development. Eastern Europe: economy, business and management. 2024. No. 3 (44). S. 39-45.
5. Kravchuk I., Lavrynenko S., Zelinska A. Digitization of business processes: an innovative component of enterprise management. Economy and society. 2023. №58. https://doi.org/10.32782/2524-0072/2023-58-19
6. Makhmudov H., Chukhlib V. The impact of digital technologies on the effectiveness of personnel management. Problems and prospects of economy and management. 2023. № 4 (32). S. 17-26.
7. Mitrokhin L.D., Ignatyuk V.V. Theoretical approaches to digital transformation in management. Economy. Finance. Right. 2023. № 5. S. 86-88.
8. Netreba M.M., Shibirina S.O., Korolenko O.B. Digital management as a mechanism of efficiency of business structures. Scientific perspectives. 2022. № 5 (23). S.. 246-258.
9. Turchyn V. Crm models and frameworks: a theoretical overview. European Scientific Journal of Economic and Financial Innovation. 2025. № 1(15). S. 171-185.
10. Hatzer M.V. Digital transformation and its impact on the financial management of enterprises operating in industry markets. Management and Entrepreneurship:Trends of Development. 2025. №1(31). S. 95-104.

11. Lebid, O. V. (2022). Tsyfrova transformatsiia haluzei ekonomiky v Ukraini u voiennyi chas [Digital Transformation of Economic Sectors in Ukraine in Wartime], Economics, Finance, Management: Current Issues of Science and Practice, no. 2 (60), pp. 141–156. DOI: https://doi.org/10.37128/2411-4413-202210 (in Ukrainian)
12. Rozvytok subiektiv ekonomichnoi diialnosti v umovakh tsyfrovoi ekonomiky [Development of Economic Entities in the Context of the Digital Economy] (2022). Proceedings of the All-Ukrainian Scientific and Practical Conference, Kharkiv: O. M. Beketov Kharkiv National University of Municipal Economy and others. (in Ukrainian)
13. Solona, O. V. (2022). Zastosuvannia tsyfrovykh tekhnolohii v ahrarnomu vyrobnytstvi [Application of Digital Technologies in Agricultural Production], Equipment, Energy, Transport of the AIC, no. 3 (118), pp. 19–25. DOI: https://doi.org/10.37128/2520-6168-2022-3-3
14. Givi Bedianashvili, Hanna Zhosan, Sergiy Lavrenko. Modern digitalization trends of Georgia and Ukraine. Published in Scientific Papers. Series "Management, Economic Engineering in Agriculture and rural development", Vol. 22 ISSUE 3, 2022 https://managementjournal.usamv.ro/index.php/scientific-papers/current

Information resources:

1. Ministry of Digital Transformation of Ukraine.URL: https://thedigital.gov.ua/