

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



SYLLABUS
of the academic discipline

FUNDAMENTALS OF BUSINESS MANAGEMENT

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

Field of knowledge: D Business, Administration and Law

Specialty: D3 Management

Study program: Management

General information about the academic discipline

Name of the academic discipline	Fundamentals of business 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	5 credits/150 hours Lectures: 50 hours Seminar classes: 22 hours Students' independent work: 78 hours
Terms of study of the discipline	7 semester
Language of instruction	Ukrainian
Final control type	Exam

General information about the instructor. Contact information.

Full name of the instructor	Liliia Bodenchuk
Academic degree	PhD in Economic Sciences
Position	Head of the Department of Economics and Management
Areas of scientific research	Information-analytical and accounting support for managerial decision-making; entrepreneurship development strategies and business motivation mechanisms in the context of digital transformations and economic instability.
Links to the registers of identifiers for scientists	Google Scholar: https://surl.li/knyqiq ORCID https://orcid.org/0000-0003-3892-3823 SCOPUS https://surl.li/icrvjh
Contact information	
E-mail:	menedzmentuk@gmail.com
Department phone	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/bodenchuk-portfolio-a.pdf

Discipline's description.

The academic discipline “Fundamentals of business management” develops skills in entrepreneurial activities related to the functioning of an organisation, its mission, organisational and legal form, interaction with state organisations and regulatory bodies, financial institutions, competitors, suppliers, customers and other business entities, techniques for developing and calculating the payback period of business plans for entrepreneurial ideas/start-ups, designing cash flows over time, a comprehensive approach to organising one's own business, proving the necessity and expediency of using business plans for the modern implementation of one's own business, and determining the effectiveness of investment

The subject of the discipline is a set of principles, methods and tools for managing and organising business processes of an enterprise through their modelling, implementation, analysis and improvement, as well as the socio-historical process of the emergence, development and change of the system of knowledge (skills, concepts, views, ideas, perceptions and judgements) about the organisation and management of business in the process of improving the efficiency of the organisation (as a whole or in relation to specific problems), representatives of various specific historical socio-economic formations.

The aim of the discipline is to develop modern management thinking and a system of specialised knowledge in the field of business management in future specialists; to understand the conceptual foundations of systematic management of economic entities; to acquire skills in analysing the internal and external environment and making appropriate management decisions.

The objectives of the discipline:

1. Provide students with a clear and precise understanding of the theoretical and methodological foundations of modern business organisation and management.
2. Develop skills of self-organisation, motivation, goal setting, prioritisation, delegation of authority, control and evaluation of personal performance indicators.
3. Master the skills of organising working time and rational use of resources.
4. Develop skills of independent, creative work.
5. Ability to organize one's work, develop the ability to generate new ideas, find new approaches to their implementation, as well as study the essence and forms of doing business in modern economic conditions, the principles of choosing a particular type of entrepreneurial activity.
6. Master the latest management approaches and applying modern scientific and technical achievements in the process of doing business.
7. Master the tools for making effective economic decisions.

Prerequisites for the discipline:

The study of the academic discipline “Fundamentals of business management” is based on the knowledge and skills acquired by students in the study of the following

disciplines: "Economic theory", "Microeconomics", "Management", "Business economics", "Fundamentals of entrepreneurial activity".

Post-requisites for the discipline:

The knowledge and skills acquired by students in the process of studying the academic discipline "Fundamentals of business management" contribute to the successful study by students of a number of other academic disciplines aimed at the formation of professional knowledge and skills: "Strategic enterprise management", "Fundamentals of project management" and others.

Program competences

General competences	GC5. Knowledge and understanding of the subject area and professional activity. GC9. Ability to learn and acquire up-to-date knowledge.
Special competences	SC1. Ability to identify and describe the characteristics of an organization. SC2. Ability to analyze the performance results of an organization and compare them with the influencing factors of the external and internal environment. SC3. Ability to determine the prospects for the organization's development. SC4. Ability to identify the functional areas of an organization and the interconnections between them. SC5. Ability to manage an organization and its divisions through the implementation of management functions. SC8. Ability to plan organizational activities and manage time effectively. SC16. Ability to think strategically, formulate business ideas, manage investments, organize own entrepreneurial activities of socially responsible business.
Intended learning outcomes	ILO3. Demonstrate knowledge of theories, methods, and functions of management, as well as modern concepts of leadership. ILO4. Demonstrate the ability to identify problems and justify managerial decisions. ILO5. Describe the content of the functional areas of an organization's activities. ILO6. Demonstrate skills in searching for, collecting, and analyzing information, and calculating indicators to justify managerial decisions. ILO7. Demonstrate skills in organizational design. ILO8. Apply management methods to ensure the effective operation of an organization. ILO9. Demonstrate teamwork, leadership, and collaboration skills.

	ILO12. Evaluate the legal, social, and economic implications of an organization's operations. ILO19. Demonstrate the ability to initiate, develop and implement business projects and start-ups using the principles of project management, methods of strategic analysis and business intelligence to ensure the competitiveness of the organization.
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Content of the academic discipline

№	Topics	Number of hours, of which :			Teaching methods /assessment methods		
		Lectures	Seminar s	Indepe ndent wor k			
7th semester							
Content module 1. Theoretical foundations and organisation of business management							
Topic 1	Business as a socio-economic system: essence, functions and current development trends	2	2	6	Teaching methods: verbal (lecture; conversation; educational discussion); inductive method; deductive method; tradutive method; analytical; synthetic; practical; explanatory-illustrative; reproductive; problem-based method; partial-search; research; interactive methods (situation analysis; discussions, debates, polemics; dialogue, synthesis of opinions; brainstorming; skills practice; situational modelling, discussion questions); modelling of professional activity; innovative teaching methods (competence-based; project-based research); case method.		
Topic 2	Business environment: macro-, meso- and micro-factors of influence	4	1	4			
Topic 3	Business mission, vision and goals: formation and implementation	4	1	6			
Topic 4	Organisational forms of business and features of their management	4	2	6			
Topic 5	Business models: formation, transformation, performance evaluation	4	1	6			
Topic 6	Organisational structures of business management: evolution, types and trends in modernisation	4	1	4			
Topic 7	Analytics in the business management system	4	1	4			
Topic 8	Management decision-making in business: models, methods and justification tools	2	2	6			
Topic 9	Business communications and stakeholder relationship management	2	1	6			

Content module 2. Functional components and infrastructure of business management					
Topic 10	Human resource management in business: human capital development concepts and HR strategies	4	2	6	discussions and other interactive teaching methods); written assessment (tests, independent work, essays); test control (closed-form tests: alternative tests, matching tests); self-control and self-assessment method; assessment of case tasks.
Topic 11	Business process and operational management: optimisation methods and reengineering	4	1	4	
Topic 12	Business digitalisation and the introduction of modern technologies in management	2	2	6	
Topic 13	Innovation and business development management: implementation mechanisms and performance evaluation	4	2	4	
Topic 14	Business security management: risks, information protection, economic and operational security	2	2	6	
Topic 15	Sustainable business development, social responsibility and ESG principles	4	1	4	
Modular test					
Total:		50	22	78	
Final assessment: exam					

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																Modular assessment task	Exam	Total points
Topics	To pi c 1 c 2	T o p 3	To pi c p i c c 4	T o p 5	To pi c 6	T o p i c 7	T o p i c 8	T o p i c 9	T o p i c 10	To pi c 1	T o p i c 1	To pi c 1	T o p i c 1	To pi c 1	T o p i c 1	To pi c 1	Modular assessment task	Exam	Total points
Work in a seminar	2	2	2	2	2	2	1	2	1	2	1	2	1	2	1	20	40	100	
Independent work	1	1	1	1	1	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 "Fundamentals of business 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 "Fundamentals of business 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 academic discipline "Fundamentals of business management" is a mandatory form of evaluating student learning outcomes. It is conducted within the period established by the academic schedule and covers the volume of material defined in the course syllabus.

The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.

The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.

The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.

The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student's exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

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	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory

of independent work (individual tasks)				
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 academic discipline “Fundamentals of business 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 “Fundamentals of business management”.

Recommended sources of information:

Basic literature:

1. Law of Ukraine "On Entrepreneurship" [Electronic resource]. – Access mode: <http://zakon2.rada.gov.ua/laws/show/698-12>
2. Law of Ukraine "On Property" [Electronic resource]. – Access mode: <http://zakon2.rada.gov.ua/laws/show/697-12>
3. Law of Ukraine "On Enterprises in Ukraine" [Electronic resource]. – Access mode: <http://zakon2.rada.gov.ua/laws/show/887-12>
4. Law of Ukraine "On Investment Activity" [Electronic resource]. – Access mode: <http://zakon2.rada.gov.ua/laws/show/1560-12>
5. Law of Ukraine "On Business Associations" [Electronic resource]. – Access mode: <http://zakon2.rada.gov.ua/laws/show/1576-12>
6. Balanovska T. I., Troyan A. V. Business Management: A Textbook. Kyiv: NULES of Ukraine, 2019. 401 p. URL: <http://dglib.nubip.edu.ua:8080/handle/123456789/6194>
7. Dobrova N. V., Osipova M. M. Fundamentals of Business: Textbook. Odessa: Bondarenko M. O., 2018. 305 p.

8. Yevchuk L. A. Fundamentals of Business and Business Planning: Textbook. / Yevchuk L. A.; Black Sea National University named after Petro Mohyla. - Mykolaiv: Black Sea National University named after Petro Mohyla, 2023. 259 p.
9. Melnik O. V. Fundamentals of Business Management: Textbook. – Kyiv: KNEU, 2021. – 320 p.
10. Heizer J., Render B., Munson C. Operations Management: Sustainability and Supply Chain Management. – 14th edition. – Boston: Pearson, 2020. – 768 p.
11. Hill C. W., Jones G. R., Schilling M. A. Strategic Management: Theory & Cases. – 13th edition. – Boston: Cengage, 2021. – 800 p.
12. Kotler P., Keller K. L. Marketing Management. – 16th edition. – Boston: Pearson, 2022. – 816 p.
13. Osterwalder A., Pigneur Y. Business Model Generation. – Hoboken: Wiley, 2010. – 270 p.
14. Robbins S. P., Coulter M. Management. – 15th edition. – Boston: Pearson, 2021. – 656 p.

Additional literature:

1. Bratus G.A., Goncharenko M.F., Seredyuk K.V. Synergy of classical and project management in regional change management. Scientific Bulletin of the International Humanitarian University. Series: Economics and Management: Collection of Scientific Papers / International Humanitarian University. – Odessa: Gelvetika, 2025. – P. 116-121 DOI: <https://doi.org/10.32782/2413-2675/2025-62-18>
2. Glushenkova A.A., Bulakhova K.A. Organisation of business planning at an enterprise. Economics. Management. Business No. 4, 2020 URL: <http://journals.dut.edu.ua/index.php/emb/article/view/2516>
3. Economics and Business: Textbook / Edited by L.G. Melnyk, Doctor of Economics, Professor, and O.I. Karintseva, Doctor of Economics, Professor. Sumy: University Book, 2021. 316 p.
4. Lagovskyi, V. V. Business Analytics and Modelling: Textbook / V. V. Lagovskyi, V. M. Kraievskyi; University of the State Fiscal Service of Ukraine. Irpin: UDFS of Ukraine, 2020. 441 p.
5. Mykhalitska N., Yatsyk M. Managing Your Own Business: A Textbook with Diagrams and Tables. Lviv: Lviv State University of Internal Affairs, 2024. 480 p.
6. Orlova K. E. Business Management: Textbook. Zhytomyr: Zhytomyr Polytechnic State University, 2019. 319 p.
7. Fundamentals of Entrepreneurship: Textbook / edited by Prof. V. M. Marchenko, Doctor of Economics. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute. Polytechnika Publishing House, 2022. 515 p.
8. Entrepreneurship: teaching aid / [G. I. Kupalova et al.; edited by G. I. Kupalova]; Taras Shevchenko National University of Kyiv. - Kyiv: Kyiv University, 2023. 375 p.

9. Seredyuk K.V. Implementation of ESG practices in the activities of Ukrainian companies during the war. Black Sea Economic Studies. 2023. Issue 84. P. 41-46. <https://doi.org/10.32782/bses.84-6>
10. Seredyuk K.V. Integration of business management and project management tools in a state of war: challenges for Ukrainian enterprises. Scientific works of the Interregional Academy of Personnel Management. Economic sciences. Issue 4(80). 2025.
11. Tkach, Ye. V. Organising your own business: a training manual. Chernivtsi: Yuriy Fedkovych Chernivtsi National University, 2023. 264 p.

Information resources:

1. Official website of the Verkhovna Rada of Ukraine [Electronic resource] / Access mode: <http://www.rada.gov.ua>.
2. Official website of the Cabinet of Ministers of Ukraine [Electronic resource]/ Access mode: <http://www.kmu.gov.ua>.
3. Statistical reporting of Ukrainian issuers [Electronic resource]/ - Access mode: www.smida.gov.ua/db/emitent.
4. Tax Code of Ukraine dated 02.12.2010 No. 2755-VI (as amended and supplemented). URL: <http://zakon3.rada.gov.ua/laws/show/2755-17>
5. On approval of the Strategy for the development of innovative activity for the period until 2030 dated 10.07.2019 No. 526-r. Cabinet of Ministers of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/526-2019-p#Text>
6. Taxes during the war: what has changed for business. URL: https://biz.ligazakon.net/analytcs/211250_podatki-pd-chas-vyni-shcho-zmnilosya-dlya-bznesu
7. The state and needs of business in Ukraine: regional trends. URL: <https://decentralization.gov.ua/news/15408>