

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF
PERSONNEL MANAGEMENT"**

Danube branch



SYLLABUS

of the academic discipline (selective)

***EUROPEAN STANDARDS OF MANAGEMENT AND BUSINESS
PROCESSES***

Specialty **D3 Management**

Educational level: **First (bachelor's) level**

Educational program: **Management**

General information about the academic discipline

Name of the discipline	European standards of management and business processes
Code and name of specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	3 credits / 90 hours. Lectures: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of study of the discipline	5 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the teacher. Contact information.

Gutsaliuk Oleksiy Mykolayovych	
Academic degree	Doctor of Economics
Position	Professor of the Department of Economics and Management
Areas of scientific research	Mechanisms of venture financing and management of innovative projects; development of modern international economic relations and strategies for commercialization of startups in the context of global challenges and digital economy
Links to the registers of identifiers for scientists	Google Scholar https://scholar.google.com.ua/citations?user=yjEMtjsA-AAJ&hl=ru ORCID: https://orcid.org/0000-0002-6541-4912 SCOPUS: https://www.scopus.com/authid/detail.uri?authorId=57215935877
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/gucalyuk-portfolio-a.pdf

Discipline's description.

The discipline "European Standards of Management and Business Processes" is aimed at studying the modern architecture of management of organizations operating within the single market of the European Union. The course focuses on the practical aspects of the implementation of international standards of the ISO series, data protection regulations,

environmental regulations and models of business excellence. export activities and integration of Ukrainian business into global value chains.

The subject of the discipline is the system of regulatory, technical and managerial requirements that regulate the quality, safety, environmental friendliness and social responsibility of business processes in the European Economic Area, as well as methods of their practical implementation in the activities of organizations.

The aim of the discipline is to form in future managers a holistic system of competencies for the development of effective management systems that meet European criteria of quality and transparency, as well as to develop audit skills and optimization of business processes in accordance with international standards.

The objectives of the discipline are to study the European management model and its value guidelines; to master the methodology of the process approach and the cycle of continuous improvement PDCA; to study the mechanisms of certification of quality management systems and environmental management; to master the rules for working with personal data in accordance with the GDPR; to acquire skills in preparing non-financial statements of the enterprise and to use models of excellence for assessment business competitiveness.

As a result of studying the selective educational component "European standards of management and business processes", applicants must:

Know:

- the structure and functions of the European infrastructure for standardization and conformity assessment;
- content and requirements of key international standards ISO 9001, ISO 14001, ISO/IEC 27001 and ISO 45001;
- principles of data protection and digital management ethics within the framework of EU legislation;
- criteria of the European Business Excellence Model EFQM and ESG performance indicators;
- legal basis for overcoming technical barriers in trade between Ukraine and the European Union.

Be able to:

- to diagnose the business processes of the enterprise for compliance with European standards;
- develop draft quality guidelines and describe the organization's standard operating procedures;
- use benchmarking tools to analyze the best management practices of EU companies;
- form checklists for internal audit of management systems;
- to substantiate strategic plans for harmonization of the enterprise's activities with the requirements of the European market.

Prerequisites for the discipline. The study of the discipline is based on the knowledge gained during the mastering of the mandatory components of the curriculum:

"Management", "Operational Management", "Enterprise Economics", "Marketing", "Macroeconomics".

Post-requisites for the discipline. The competencies acquired during the course are the foundation for studying the disciplines "Fundamentals of Business Management", "Logistics Management", as well as for pre-graduation practice and preparation of the bachelor's final qualification work, in particular in terms of substantiating innovative and managerial decisions according to international standards.

Content of the academic discipline

Content of the academic discipline		
№	Topic name	Teaching Methods/Assessment Methods
Topic 1	The European management model and its features	Teaching methods: – verbal (problem lectures-visualizations, lectures-discussions); – visual (demonstration of ISO standards, consideration of graphical models of business processes); – practical (case study method (analysis of the experience of European companies), business games (simulation of quality audit), team projects for the development of ISO documentation); – interactive ("brainstorming", debates on business ethics, the use of business process simulations). Assessment methods – current control (surveys, testing on ISO and GDPR topics, assessment of activity at seminars); – modular control (performance of a practical task (modeling of a business process or audit checklist)); – independent work (preparation of an essay or presentation on the implementation of European standards at Ukrainian enterprises); – final control (test (assessment of the cumulative knowledge and skills acquired during the semester)).
Topic 2	European Standardization and Certification Infrastructure	
Topic 3	Quality management according to ISO 9000 standards	
Topic 4	Environmental Management and Energy Efficiency (ISO 14001, ISO 50001)	
Topic 5	Information Security and Data Protection Management	
Topic 6	Social Responsibility Management and ESG Reporting	
Topic 7	European Business Excellence Model	
Topic 8	Standardization of digital business processes and Industry 4.0.	
Topic 9	Business Resilience and Continuity Management (ISO 22301).	
Topic 10	Adaptation of Ukrainian business management to EU standards.	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

Material and technical support of the educational process involves the use of specialized classrooms and library funds, including access to electronic databases of scientific and regulatory information. Multimedia equipment (projector, computer) is used to visualize the educational material during lectures and seminars. Practical tasks and in-depth study of individual topics are provided by access to the Internet through free Wi-Fi coverage, which allows you to work with online platforms of international standards organizations and open EU registers.

Forms and methods of assessment.

The system of assessment of applicants' knowledge includes current and final (semester) control.

Current assessment is carried out systematically during practical and seminar classes in order to check the level of assimilation of European regulatory requirements, the formation of skills in the development of standard operating procedures, as well as the ability to apply tools for modeling business processes and conducting self-assessment of organizations.

Forms of student participation in the educational process that are subject to ongoing control.

Students' participation in the educational process is realized through oral presentations, presentations of the results of benchmarking of European companies, reports on the results of case studies on the implementation of ISO standards, as well as active involvement in professional discussions and modeling of audit situations. The written component of the work includes the implementation of control and test tasks, the preparation of draft quality guidelines, checklists for GDPR compliance and analytical reports based on the materials of independent study of the EU regulatory framework.

Methods of ongoing assessment include: The methodological control toolkit combines oral forms (surveys, case defense) and written types of work (building maps of business processes, audit reports, calculation of performance indicators). The assessment is also based on observing the activity of applicants when solving situational tasks for certification, checking the results of individual projects to adapt standards, and conducting testing with open and closed types of tasks.

Grading system and requirements.

Table of distribution of points received by students*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1,2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6,7)	Seminar 5 (Topic 8,9)	Seminar 6 (Topic 10)	Module assessment task	Pass /Fail	
Work in a seminar class	6	6	6	6	6	6	20	20*	100
Independent work	4	4	4	4	4	4			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

Assessment Criteria and Procedure

Assessment of students' educational achievements is carried out in accordance with the current Regulations on Assessment in a Higher Education Institution.

Modular Assessment. Modular Assessment (MA) is carried out at the final lesson of each content block in the form of written testing.

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

- grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- grade "good" (B) is given for completing 80% of all tasks;
- grade "good" (C) is given for completing 70% of all tasks;
- the grade "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are correctly completed;
- An "unsatisfactory" (FX) rating is given if less than 50% of the tasks are completed.
- Failure to appear for the unit test - 0 points.

The above scores are converted 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 "European Standards of Management and Business Processes" is a mandatory form of assessment of students' learning outcomes. It is carried out within the terms determined by the curriculum and covers the amount of material determined by the course program.

The final assessment is carried out in the form of a test. A student who has completed all the necessary work is admitted to the semester assessment.

The final grade is given based on the student's learning outcomes during the semester. The student's assessment consists of points accumulated from the results of the current assessment and incentive points.

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

For students who have completed all the necessary tasks, but received a score below 60 points, as well as for those who want to improve their score (result), the teacher conducts the final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

Evaluation of Additional (Individual) Educational Activities

Additional (individual) types of educational activities include the participation of applicants in the work of scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc., in excess of the scope of tasks that are established by the relevant work program of the academic discipline.

By the decision of the department, students who participated in research work and performed certain types of additional (individual) types of educational activities can be awarded incentive (bonus) points for a certain educational component.

Assessment of independent work (Maximum — 4 points)

The total number of points received by a student for independent work is one of the components of academic success in the discipline. Independent work on each topic, according to the course program, is evaluated in the range from 0 to 4 points using standardized and generalized criteria for assessing knowledge.

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

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
4	4	3	2	0-1

Forms of assessment include: current assessment of practical work; current assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparation of resumes on independently studied topics; testing or written exams; preparation of draft articles, conference abstracts and other publications; other forms that ensure a comprehensive assimilation of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activities at a high level.

To assess the learning outcomes of a higher education applicant 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	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

Discipline's Policy

Successful mastering of the educational component "European Standards of Management and Business Processes" requires high self-discipline and a responsible attitude to the educational process. Prerequisites are regular attendance of lectures and practical classes, active participation in classroom work, as well as timely and high-quality performance of all types of independent and control tasks provided for by the program. results, the student is obliged to liquidate academic debt by working out the relevant topics.

An integral part of education is strict adherence to the norms of academic ethics and culture of behavior. The educational process is based on the principles of academic integrity, which involves the exclusive independent performance of all written works, reports and

presentations. Any borrowings of thoughts or texts of other authors should be accompanied by correct references to primary sources. Within the course of the course, any manifestations of academic dishonesty are unacceptable, including plagiarism, self-plagiarism, fabrication and falsification of data, cheating, deception, bribery or biased evaluation.

Recommended sources of information

Basic literature:

1. Consolidated versions of the Treaty on European Union and the Treaty on the Functioning of the European Union: (2012/C 326/01). URL: https://zakon.rada.gov.ua/laws/show/994_b06.
2. Association Agreement between Ukraine, of the one part, and the European Union, the European Atomic Energy Community and their Member States, of the other part. URL: https://zakon.rada.gov.ua/laws/show/984_011.
3. ISO 9001:2015 (Quality Management Systems) Official ISO Review: <https://www.iso.org/standard/62085.html>
4. ISO 14001:2015 (Environmental Management Systems) Official ISO Review: <https://www.iso.org/standard/60851.html>
5. ISO/IEC 27001 (Information Security Management) Official ISO Review: <https://www.iso.org/standard/27001>
6. ISO 45001:2018 (Occupational Health and Safety Management) ISO Official Review: <https://www.iso.org/standard/63787.html>
7. ISO 50001:2018 (Energy Management) Official ISO Review: <https://www.iso.org/standard/69426.html>
8. ISO 26000:2010 (Guidelines for Social Responsibility) - important for ESG reporting in the EU Official ISO Review: <https://www.iso.org/iso-26000-social-responsibility.html>
9. National Standardization Body (SE "UkrNDNC"): <http://uas.org.ua/> — here you can check the validity of standards in Ukraine.
10. ISO Online Browsing Platform (OBP) — <https://www.iso.org/obp/ui/>.

Additional literature:

1. Shkurat M., Kukel G., Stefan L., Mazur V. Development of Industry 4.0 in the EU: Features and Financial Security in the Context of Post-Pandemic Recovery. *Financial and Credit Activity: Problems of Theory and Practice*. 2022. № 2 (43). Pp. 213–220 DOI: <https://doi.org/10.55643/fcaptp.2.43.2022.3606>.
2. Redziuk E. Economic European Integration: Assessment and Modeling of Surface and Hidden Factors of Divergence between Ukraine and the EU. *International economic policy*. 2021. № 1 (34). Pp. 95–118 DOI: <https://doi.org/10.33111/iep.2021.34.05>. URL: https://iepjournals.com/journals/34/2021_34_5_Redziuk.pdf.
3. Shchur K., Grinko I. Influence of the Openness of EU Economies on the Development of the Global Economy. *Transformational Economy*. 2023. № 5 (05). Pp. 122–127. DOI: <https://doi.org/10.32782/2786-8141/2023-5-21>.
4. Gurkov A. EU Economy: Which Country Has Become an Economic Locomotive? In Focus (Electronic resource) <https://www.dw.com/uk/na-tli-probuksovuвання-ekonomiki-es-aka-kraina-stala-ekonomichnim-lokomotivom2-a-71491119/a-71491119>
5. Guzenko I.Y., Yefimchuk K.E., Development of Clusters in the Context of Globalization: Experience of EU Countries and Prospects of Ukraine. *Economic Bulletin*, 2022, No. 3 URL: https://ev.nmu.org.ua/docs/2022/3/EV20223_009-016.pdf

6. Ranking of the 20 largest countries by GDP in 2024 August 19, 2024 Trade Union of Metallurgists and Miners of Ukraine <http://pmguinfo.dp.ua/mir/8055-rejting-20-najbilshikh-krajin-za-vvp-u-2024-rotsi>
7. Svitlana Hrushetska Top 10 European countries with the highest standard of living VAV Synergy <https://vavsynergy.com/blog/analitika/top-10-krajin-yevropy-z-najvyshhym-rivnem-zhyttya/>

Information resources:

1. Official Portal of the European Union (EUROPA). URL: <https://european-union.europa.eu/>.
2. EUR-Lex. Database of European Union legislation, where you can find the full texts of the regulations on standardization and data protection (GDPR). URL: <https://eur-lex.europa.eu/>.
3. Official website of an international organization containing descriptions of ISO 9001, 14001, 27001 series of standards, etc. International Organization for Standardization (ISO). URL: <https://www.iso.org/>.
4. European Committee for Standardization (CEN). URL: <https://www.cencenelec.eu/>.
5. ISO Online Browsing Platform (OBP). URL: <https://www.iso.org/obp/ui/>.
6. National Standardization Body of Ukraine (SE "UkrNDNC"). URL: <http://uas.org.ua/>.
7. Official website of the European Foundation for Quality Management (EFQM). URL: <https://efqm.org/>.