

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

Danube branch



SYLLABUS

of the academic discipline (selective)

MANAGEMENT OF THE ORGANIZATION'S POTENTIAL

Specialty **D3 Management**

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

Educational program: **Management**

General information about the academic discipline

Name of the discipline	Management of the organization's potential
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: 16 Seminars/practical classes: 14 Students' independent work : 60
Terms of study of the discipline	8 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the teacher. Contact information.

Bodenchuk Liliya Borysivna	
Academic degree	PhD in Economics
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 Motivational Mechanisms in the Context of Digital Transformations and Economic Instability
Links to the registers of identifiers for scientists	Google Academy https://scholar.google.com/citations?user=LDDXEa0AAAAJ&hl=ru&authuser=1 ORCID https://orcid.org/0000-0003-3892-3823 SCOPUS https://www.scopus.com/authid/detail.uri?authorId=57205651971
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/bodenchuk-portfolio-a.pdf

Discipline's description.

The educational component "Management of the Organization's Potential" is the final stage of the formation of strategic thinking of future managers. The course is aimed at studying the methodology for evaluating and developing the totality of resources and capabilities of the enterprise (market, financial, labor, innovation) that determine its competitiveness. Applicants learn not only to diagnose the current state of the object, but also to design strategic trajectories for increasing capitalization and efficiency business in the face of global challenges.

The subject of the discipline is the totality of resources, competencies and hidden capabilities of the organization, as well as the processes of their formation, evaluation, use and build-up to ensure the strategic sustainability of the entity.

The aim of the discipline is to form students' systematic knowledge and applied skills in diagnosing the structure of the organization's potential, developing strategies for its development and optimizing the use of resources to achieve the goals of the enterprise.

The objectives of the discipline are to study the component composition of the organization's potential and to master the methods of quantitative and qualitative evaluation of its individual components. The course is aimed at acquiring skills to identify reserves for improving the efficiency of activities, developing measures for the reproduction of resources and forming mechanisms for managing innovation and intellectual potential in dynamic environments

As a result of studying the selective educational component "Management of the organization's potential", applicants must:

Know:

- theoretical foundations of the formation and classification of types of the organization's potential;
- methods of cost and expert assessment of business resource provision;
- mechanisms of strategic management of competitive and market potential;
- indicators of the effectiveness of the use of personnel, financial and production potential;
- approaches to optimizing the structure of potential in accordance with the principles of sustainable development.

Be able to:

- conduct a comprehensive diagnosis of the resource state and capabilities of the enterprise;
- calculate integral indicators of the organization's potential and interpret the results;
- develop strategic maps for the development of the organization's competitive advantages;
- identify bottlenecks in the use of potential and suggest ways to eliminate them;
- justify managerial decisions on investing in the development of future business opportunities.

Prerequisites for the discipline. The study of this discipline in the last eighth semester is based on the full cycle of Bachelor's degree in Management and requires the integration of knowledge from all previously mastered mandatory components. The foundation is knowledge of micro- and macroeconomics, management, marketing and finance, which allows you to understand the nature of resource flows. who provided tools for measuring and automating business processes. In parallel with this course, the basics of project management and strategic management of the enterprise are studied, which allows us to consider potential as a dynamic characteristic necessary for the implementation of future development plans.

Post-requisites for the discipline. The results of studying the discipline are critical for the final stage of professional training, since the acquired competencies are directly used during the pre-graduation practice. The acquired skills in diagnosing potential form the basis of the analytical and project sections of the bachelor's qualification work, where applicants must demonstrate the ability to justify the strategic sustainability and prospects for the development of the real object of research. In addition, knowledge of the methods Capacity management is the basis for continuing education at the master's level and effective practical activities in managerial positions.

Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Theoretical and methodological foundations of the formation of the organization's potential	<p>Teaching methods:</p> <ul style="list-style-type: none"> – problematic lectures on the strategic potential gap, interactive panel discussions on the capitalization of intellectual assets. – visualization of business models, demonstration of analytical panels with indicators of resource efficiency. – workshops on calculating the cost of potential, independent research of market opportunities of specific enterprises. – Case study method (diagnostics of crisis states), team development of strategic maps of the organization's development, simulation of managerial decisions on asset restructuring. <p>Assessment methods</p> <ul style="list-style-type: none"> – monitoring activity during case analysis, express assessment of the results of practical calculation tasks. – preparation of an analytical report "Diagnostics of the resource potential of the enterprise", development of draft strategies for increasing competitive advantages. – public defense of individual strategic maps of capacity development, presentation of the results of the organization's innovation audit. – final control (credit), which is carried out in the form of comprehensive testing and checking the readiness of analytical materials for use in the bachelor's thesis.
Topic 2	Diagnostics and assessment of the potential of the enterprise	
Topic 3	Management of market and competitive potential	
Topic 4	Human and intellectual potential as a strategic asset	
Topic 5	Formation and use of innovation potential	
Topic 6	Financial, investment and production potential	
Topic 7	Strategic management of the development of the organization's capacity	
Topic 8	Monitoring and Efficiency of Potential Utilization in Uncertainty	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

The material and technical support of the educational process is based on the use of specialized computer classes and multimedia lecture halls. To visualize complex resource models and strategic maps during classes, modern projection equipment and interactive data visualization tools are used.

Effective performance of analytical tasks and diagnostics of the potential of enterprises is ensured by access to the Internet (Wi-Fi) and the use of the following tools:

- specialized software products for financial analysis and assessment of the value of assets of the enterprise, which allow calculations of integral indicators of potential;
- cloud services for strategic planning and visualization of business models (e.g. Miro, Canva), which are used for team development of strategic development maps;
- business intelligence tools (BI tools) for processing large amounts of data and building dynamic reports on the efficiency of using the organization's resources;

- artificial intelligence tools for forecasting market opportunities, benchmarking competitive advantages and automating the search for reserves for capacity development;
- access to electronic databases and registers (e.g. market analysis platform, issuer financial reporting databases) to collect up-to-date information during the preparation of the analytical part of the bachelor's thesis.

Forms and methods of assessment.

The system of assessment of learning outcomes includes current control during the semester and final semester control in the form of credit.

Current assessment is carried out systematically during practical classes and independent work. Its main goal is to test the skills of comprehensive diagnostics of enterprise resources, the ability to identify hidden reserves of development and the ability to justify strategic decisions to increase business capitalization.

Participation of applicants in the educational process is realized through presentations of the results of individual analytical research, public defense of the developed strategic maps of potential, as well as participation in professional discussions on methods of valuation of intellectual capital. The written component covers the implementation of practical calculation tasks, the preparation of analytical sections that are integrated into the graduation work, and testing in the key modules of the course.

Methods of ongoing assessment include: The methodological toolkit combines oral forms (interviews, presentations-defenses of projects) and written types of work (analytical reports, calculation tables, building models of the resource state). Assessment is based on monitoring the student's ability to synthesize knowledge from previous disciplines when solving situational problems, checking the correctness of the applied methods for assessing the potential and quality of preparation of graphic materials (diagrams, matrices) that visualize the competitive advantages of the organization.

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)	Seminar 3 (Topic 4,5)	Seminar 4 (Topic 6)	Seminar 5 (Topic 7)	Seminar 6 (Topic 8)	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, which covers the issues of resource assessment methodology and strategies for the development of enterprise capabilities.

When evaluating a unit test, the volume and correctness of the tasks are taken into account. The grade "excellent" (A) is given for the correct completion of more than 90% of all tasks. A "good" grade (B) corresponds to 80% completion, and a "good" grade (C) involves completing 70% of the tasks. A "satisfactory" (D) grade is given for the correct completion of 60% of the proposed tasks, while a "satisfactory" (E) grade is given if more than 50% of the work is correctly completed. An "unsatisfactory" (FX) rating is given for a result of less than 50%. Failure to appear for the unit test is estimated at 0 points.

The above scores are converted into rating scores as follows. The grade "A" is equal to 18-20 points, "B" corresponds to 16-17 points, and "C" is 14-15 points. A grade of "D" gives the applicant 12-13 points, "E" — 10-11 points, and a result of "FX" gives less than 10 points.

The final semester assessment in the discipline "Management of the Organization's Potential" is a mandatory form of assessment of the learning outcomes of graduate students. It is carried out in the form of a test within the time frame specified in the curriculum and covers the entire volume of material on the diagnosis and optimization of personnel, financial and innovation potential. A student who has completed all the necessary practical work and calculation tasks is allowed to be evaluated.

The final grade is given based on the learning outcomes during the semester and consists of points accumulated based on the results of the current assessment, preparation of analytical cases and incentive points. Students who have completed all the necessary tasks and received 60 points or higher receive a credit automatically without additional testing. Applicants who scored below 60 points, or those who want to improve their result before graduation, make a final work in the form of a test during the last lesson.

Evaluation of Additional (Individual) Educational Activities

Evaluation of additional individual activities is aimed at encouraging the participation of applicants in scientific conferences on the problems of strategic management, preparation of publications on the topic of thesis or participation in management Olympiads. By the decision of the department, incentive (bonus) points can be awarded for such research activity in excess of the scope of the work program.

Assessment of independent work (Maximum — 4 points)

The total number of points for independent work, which includes conducting a resource audit and assessing the competitive advantages of the enterprise, is an integral part of success. Independent work on each topic is evaluated in the range from 0 to 4 points using criteria that take into account the accuracy of calculations and the depth of strategic analysis.

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

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 "Management of the Organization's Potential" requires from higher education applicants systematic strategic thinking, the ability to synthesize knowledge from various managerial areas and a responsible attitude to analytical calculations. Prerequisites for studying in the final year are regular attendance at classes, active participation in solving strategic cases and timely implementation of practical tasks, the results of which can be integrated into the bachelor's work. In case of missing classes, the student is obliged to independently study the material and demonstrate to the teacher the skills of diagnosing the resource state of the enterprise to eliminate academic debt.

The learning process is based on strict adherence to the norms of academic ethics and professional culture of the future manager. The educational process is based on the principles of academic integrity, which involves exclusively independent calculations of potential, the development of author's strategic maps and the justification of project decisions to increase business capitalization. Any use of external analytical reports, statistics or results of real companies should be accompanied by correct references to official sources.

Within the framework of the course, any manifestations of academic dishonesty are strictly unacceptable, in particular, presenting the results of other people's analytical research or strategic plans as their own, plagiarism in the text part of individual projects, and fabrication of calculated indicators of resource efficiency. It is also prohibited to cheat during unit tests, use artificial intelligence to generate conclusions without proper reference to its application, or attempts to incorrectly influence the assessment of learning outcomes. Detection of facts of dishonesty leads to the annulment of the results of the relevant work without the right to re-perform it in accordance with the Regulations on Academic Integrity of the educational institution.

Recommended sources of information

Basic literature:

1. Civil Code of Ukraine of January 16, 2003 No. 435-IV. Verkhovna Rada of Ukraine. URL: <http://zakon3.rada.gov.ua/laws/show/435-15>.
2. On Property Appraisal, Property Rights and Professional Appraisal Activity in Ukraine: Law of Ukraine of 12.07.2001 No. 2658-III. URL: <https://zakon.rada.gov.ua/laws/show/2658-14#Text>

3. Economic Potential of the Enterprise: Textbook. O.F. Balatsky, O.M. Telizhenko K. : University Book, 2023. 724 p.
4. Ishchenko N. A. Financial potential of the organization of production. Manual. / N.A. Ishchenko. Kropyvnytskyi: Exclusive-System, 2021. 131 p.
5. Obolentseva L. V. Strategic diagnostics of the organization's potential. manual / L.V. Obolentseva, I. V. Pisareva, N. M. Vlashchenko; Kharkiv. Nats. University of Misk. farm. O. M. Beketova. Kharkiv: KNUMG. O. M. Beketova, 2023. 157 p.
6. Potential and development of business. Manual. / per order. O.M. Polinkevich, L.V. Shostak. Lutsk: Vezha-Druk, 2021. 592 p.
7. Management of enterprise potential: textbook / compilers: E.O. Pidgora, O.O. Shevchenko, S.V. Kasyanyuk, O.V. Latysheva, T.P. Gitis. Kramatorsk – Ternopil: DDMA, 2023. 205 p.

Additional literature:

1. Bogma O. Financial Potential of Enterprise: Methods of Evaluation / O. Bogma, S. Kaminsky, P. Gutnyk. *Scientia Fructuosa*. 2022. № 2. Pp. 36-47. URL: <https://journals.knute.edu.ua/scientia-fructuosa/article/view/56/37>
2. Zavora O. M. Enterprise Potential: Essence and Identification of Its Components / O. M. Zavora. *Economy and society*. 2024. Issue No. 66. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/4604/4547>
3. Ishchenko N. A. Estimation of the level of financial potential of enterprises / N.A. Ishchenko. *Business Inform*. 2021. № 12. Pp. 238-243. URL: https://www.business-inform.net/article/?year=2021&abstract=2021_12_0_238_243
4. Ishchenko N. A. Financial Controlling as a Tool for Managing the Financial Potential of the Enterprise / N.A. Ishchenko. *Scientific Bulletin of the Flight Academy. Series: Economics, Management and Law: Collection of Scientific Papers*. 2022. Vol. 7, pp. 45-50. URL: <https://fmnzb.sfa.org.ua/wp-content/uploads/2023/02/7.pdf>
5. Kovalyova G. O. Essence and calculation of the financial potential of the enterprise / G.O. Kovalyova, O.V. Stanislavyk, O.M. Kovalenko. *Economics. Finance. Law*. 2021. № 2. Pp. 23-26. URL: <http://efp.in.ua/uk/journal-article/593>
6. Dubishchev, V., Chyzhevskaya, M., & Sydorenko-Melnyk, A. Assessment of Business Value: Methodological Aspect. *Scientific Bulletin of International Association of Scientists. Series: Economy, Management, Security, Technologies*. 2025. №4(1). DOI: <https://doi.org/10.56197/2786-5827/2025-4-1-5>
7. Hlushko A. Value Paradigm as a Methodological Basis for Business Valuation / A. Hlushko, B. Sapsai. *Economy and region*. 2023. Vol. 2 (89). Pp. 96-102. URL: <https://reposit.nupp.edu.ua/handle/PoltNTU/13132>
8. Tulchynska, S., Vovk, O., Popelo, O., Saloid, S., Kostyunik, O. Innovation and Investment Strategies to Intensify the Potential Modernization and to Increase the Competitiveness of Microeconomic Systems. *International Journal of Computer Science and Network Security*. 2021. Vol. 21 №6. P. 161-168. URL: http://paper.ijcsns.org/07_book/202106/20210622.pdf

Information resources:

1. National Standard No. 1 "General Principles of Valuation of Property and Property Rights". Approved by the Resolution of the Cabinet of Ministers of Ukraine dated

- 10.09.2003 No. 1440. URL: <https://zakon.rada.gov.ua/laws/show/1440-2003-%D0%BF#Text>
2. National Standard No. 2 "Valuation of Real Estate". Approved by the Resolution of the Cabinet of Ministers of Ukraine dated 28.10.2004 No. 1442. URL: <https://zakon.rada.gov.ua/laws/show/1442-2004-%D0%BF#Text>
 3. National Library of Ukraine named after V.I. Vernadsky. URL: <http://www.nbu.gov.ua/>.
 4. Information Agency LIGABiznesInform. Ukrainian Business Information Network. URL: www.liga.net.
 5. Official website of the Organization for Economic Co-operation and Development. URL: <https://www.oecd.org/>
 6. Management.com.ua. [Online portal for managers]. URL: <https://www.management.com.ua/>.
 7. Ukraine Global Faculty: Lectures from world experts to Ukrainian business leaders. URL: <https://ugf.academy/all-lectures/>