

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

**Danube branch**



**SYLLABUS**

*of the academic discipline (selective)*

***OPERATING ENVIRONMENT OF SMALL AND MEDIUM BUSINESSES***

Specialty                      **D3 Management**

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

Educational program:    **Management**

### General information about the academic discipline

Name of the academic discipline	<b>The operating environment of small and medium-sized businesses</b>
Code and name of specialty	<b>D3 Management</b>
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	<b>3 credits / 90 hours.</b> Lectures: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of studying the discipline	4 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

### General information about the teacher. Contact information.

<b>Akulyushina Marina Oleksandrivna</b>	
Academic degree	Candidate of Economic Sciences
Position	docent
Areas of scientific research	Theoretical and methodological principles of business planning, diagnostics and ensuring the stability of business structures in the face of risks
Links to the registers of identifiers for scientists	ORCID: 0000-0003-0230-4019 Web of Science ResearcherID: DKEH-9344-2024
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Teacher's portfolio on the website of the department / institute / academy	

### **Discipline's description.**

The elective educational component "Environment of Small and Medium-Sized Businesses" is aimed at developing in students a comprehensive understanding of the conditions in which modern enterprises are created and developed. The course reveals theoretical and applied aspects of the interaction of business with its external and internal environment.

Special attention is paid to tools for analyzing the business environment (SWOT, PEST analysis), assessing competitive positions in the market and choosing effective strategies for adapting to changes. Students will consider the impact of economic, political and legal, socio-cultural and technological factors on the activities of small and medium-

sized businesses, and will also learn to identify risks and opportunities for business development in conditions of uncertainty and digitalization of the economy.

**The subject of the discipline** "Environment of Small and Medium-Sized Business" is a set of factors, conditions and driving forces of the external and internal environment that determine the activities of small and medium-sized businesses, as well as mechanisms for the interaction of the organization with its environment and tools for adapting business to market changes in order to ensure competitiveness and sustainable development.

**The aim of the discipline** is to develop in applicants the ability to apply modern methodological tools for analyzing the business environment to identify risks and opportunities, justify management decisions regarding strategic positioning, adaptation and development of small and medium-sized businesses in conditions of market volatility and uncertainty.

**The objectives of the discipline** are to form in the students a holistic understanding of the architecture of the business environment and provide them with practical tools for its analysis. The course is aimed at developing skills in identifying market threats and opportunities, assessing the competitive positions of the enterprise and substantiating strategic decisions regarding the adaptation of small and medium-sized businesses to dynamic changes in the economic, technological and socio-cultural environment.

As a result of studying the selective educational component "The operating environment of small and medium-sized businesses", applicants must:

**Know:**

- the essence, structure and classification of the business environment, its levels (internal, micro- and macro-environment) and the specifics of its impact on the activities of SMEs;
- methodological approaches to diagnosing the internal potential of an enterprise and assessing its strengths and weaknesses;
- the composition and specifics of microenvironmental entities (consumers, suppliers, competitors, intermediaries, contact audiences) and mechanisms of interaction with them;
- basic models of competition, the essence of M. Porter's five forces model and types of competitive strategies;
- key factors of the macroenvironment (political and legal, economic, socio-cultural, technological) and trends in their change in modern conditions;
- algorithms for applying strategic analysis tools (SWOT, PEST, SNW analysis, matrix methods);
- features of state regulation of entrepreneurial activity and mechanisms of state support for small businesses in Ukraine;
- the specifics of the international business environment and the challenges associated with SMEs entering foreign markets.

**Be able:**

- search, collect and critically analyze information about the market situation and external factors from official and alternative sources;
- identify key opportunities and threats to business generated by the external environment;
- conduct a comprehensive diagnosis of the business environment using SWOT and PEST analysis methods;
- assess the competitive position of the enterprise in the industry market and determine the intensity of competition;
- form a consumer profile and develop proposals for establishing effective communication with stakeholders;
- justify management decisions regarding the choice of a strategy for adapting an enterprise to changes in market conditions and crisis phenomena;
- identify risks of economic activity caused by environmental influences and develop measures to minimize them;
- apply modern digital tools to monitor the business environment and predict its changes.

**Prerequisites for the discipline.** The study of the educational component is based on the foundation laid during semesters 1–4. To successfully master the material, applicants must have knowledge of market mechanisms and legal regulation obtained in the courses "Economic Theory", "Microeconomics", "Macroeconomics" and "Jurisprudence". In addition, an understanding of the internal processes of the organization and market interaction, formed by the disciplines "Management", "Enterprise Economics" and "Marketing", is critically important.

**Post-requisites for the discipline.** The acquired competencies in environmental analysis are the basis for studying professional disciplines of 6–8 semesters, in particular the courses “Fundamentals of Entrepreneurship”, “Strategic Enterprise Management” and “Business Analytics”. A deep understanding of external and internal influencing factors is also necessary for mastering specialized components, such as “Entrepreneurship in Uncertainty”, “Anti-Crisis Management” and “Fundamentals of Risk Management”, and is closely correlated with the parallel course “Business Planning and Startup Creation”.

### Content of the academic discipline

No.	Topic name	Teaching methods/assessment methods
<i>Content module 1. Theoretical foundations and micro-level of the SME business environment</i>		<b>Teaching methods:</b> - The educational process involves a combination of lectures (review, problem-based, visualization lectures) and practical classes in the form of seminars and discussions. - Interactive methods are widely used to develop applied skills: analyzing real
Topic 1	The essence, structure and classification of the business environment	
Topic 2	Internal environment of the enterprise: diagnostics of potential	
Topic 3	Microenvironment of operation: consumers and partners	

Topic 4	Competitive environment and industry analysis	business cases (case studies), brainstorming, working in small groups, and completing analytical projects during independent work. <b>Evaluation methods</b> The assessment is carried out according to the cumulative system and includes: - current control: oral questioning, rapid testing, solving situational problems and defending individual tasks; - module control: written module control work (MCW) after completing the content blocks; - final control: exam/test (written work with theoretical and practical tasks).
Topic 5	Contact audiences and business stakeholders	
<b>Content module 2. Macroenvironment and strategic business adaptation</b>		
Topic 6	Economic and political and legal factors of the macro environment	
Topic 7	Sociocultural and technological factors of development	
Topic 8	Comprehensive business environment analysis toolkit	
Topic 9	International business environment	
Topic 10	Business adaptation to change and uncertainty	
<b>Module Assessment Task</b>		
Final assessment: pass/fail (credit)		

### **Technical Equipment and Software.**

The material and technical support of the educational process involves the use of specialized classrooms and library funds. Multimedia equipment (projector, computer) is used to visualize educational material during lectures and seminars. The completion of practical tasks and in-depth study of individual topics is provided by access to the Internet via free Wi-Fi coverage.

### **Forms and methods of assessment.**

The system of assessing the knowledge of applicants includes current and final (semester) control.

*Current assessment* is carried out systematically during practical and seminar classes in order to check the level of mastery of theoretical foundations, the formation of diagnostic and forecasting skills, as well as the ability to use specialized software for modeling and data analysis.

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

Students' participation in the educational process is implemented through oral presentations, presentations of analytical research, reports based on the results of case studies, as well as active involvement in professional discussions and brainstorming. The written component of the work includes the completion of control and test tasks, the preparation of analytical notes, abstracts and summaries based on lecture materials and independent study.

**Methods of ongoing assessment include:** The methodological tools of control combine oral forms (surveys, interviews) and written types of work (reports, calculation tasks, building models). Assessment is also based on observing the activity of applicants when solving problem situations, checking the results of the presentation of individual projects, and conducting testing with open and closed types of tasks.

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

Topics	Current 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 applicants' academic achievements is carried out in accordance with the current Regulations on Assessment in Higher Education Institutions.

**Modular Assessment.** Modular Assessment (MA) is conducted at the final lesson of each content block in the form of a written test.

When evaluating a module test, the volume and correctness of the 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);
- A "good" (B) grade is given for completing 80% of all tasks;
- A grade of "good" (C) is given for completing 70% of all tasks;
- a grade of "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 completed correctly;
- An "unsatisfactory" (FX) grade is given if less than 50% of the tasks are completed.
- Failure to appear for a module 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 "Environment of Small and Medium-Sized Businesses" is a mandatory form of assessing students' learning outcomes. It is conducted within the time frame specified by the curriculum and covers the scope of material specified by the course program.

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

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

Students who have completed all required assignments 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 required tasks but received a score below 60 points, as well as for those who wish to improve their score (result), the teacher conducts a 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 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 tasks established by the relevant work program of the academic discipline.

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

#### **Assessment of independent work (Maximum — 4 points)**

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

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

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Perfectly	Good	Satisfactorily	Unsatisfactorily
4	4	3	2	0-1

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; preparing summaries of independently studied topics; testing or written exams; preparing draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum 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 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 mastery of the educational component "Environment of functioning of small and medium-sized businesses" requires high self-discipline and a responsible attitude to the educational process from students. Mandatory conditions are regular attendance of lectures and practical classes, active participation in classroom work, as well as timely and high-quality completion of all types of independent and control tasks provided for by the program. In case of missing classes or obtaining unsatisfactory results, the student is obliged to eliminate academic debt by working out the relevant topics.

An integral part of the training 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 implies exclusively independent performance of all written works, reports and presentations. Any borrowing of thoughts or texts of other authors must be accompanied by correct references to the original sources. Any manifestations of academic dishonesty are unacceptable within the course, in particular plagiarism, self-plagiarism, fabrication and falsification of data, copying, deception, bribery or biased evaluation.

### Recommended sources of information

#### Basic literature:

1. On the development and state support of small and medium-sized businesses in Ukraine: Law of Ukraine dated March 22, 2012 No. 4618-VI (current version). URL: <https://zakon.rada.gov.ua/laws/show/4618-17#Text>
2. On approval of the Strategy for the Recovery, Sustainable Development and Digital Transformation of Small and Medium-Sized Enterprises for the Period Until 2027 and approval of the Operational Plan of Measures for its Implementation in 2024 - 2027 Resolution of the Cabinet of Ministers of Ukraine dated August 30, 2024 No. 821-r URL: <https://ips.ligazakon.net/document/KR240821?an=11>
3. Kryvoruchko O. M., Shynkarenko V. G., Getman O. O. Strategic management: a textbook. Kharkiv: FOP Panov A. M., 2024. 224 p. URL:

[https://kmpa.kh.ua/files/monographies/2024/Stratehichne\\_upravlinnia\\_navchalnyi\\_posi\\_bnyk\\_2024.pdf](https://kmpa.kh.ua/files/monographies/2024/Stratehichne_upravlinnia_navchalnyi_posi_bnyk_2024.pdf)

4. Monastyrsky G.L. Theory of organization: textbook. Ternopil. National. Economic. University. 2nd edition. Ternopil: TNEU, 2019. 287 p.
5. Business planning of entrepreneurial activity: a manual / Z. S. Varnalii, T. G. Vasylytsiv, R. L. Lupak, R. R. Bilyk. Chernivtsi: Tekhnodrukt, 2019. 264 p. URL: <https://surl.li/vfspcc>
6. European standards of business planning: a manual / O. V. Dymchenko, O. O. Rudachenko, V. M. Prasol, O. D. Panova; Kharkiv. National University of Urban Economics named after O. M. Beketov. – Kharkiv: KhNUMG named after O. M. Beketov, 2021. – 143 p. URL: <https://surl.lt/xhppzh>

#### **Additional literature:**

1. Hrynko T., Dulepov S. Entrepreneurial environment: essence, features and current state. Current problems of economy. 2025. No. 1 (283). P. 175–188. DOI:<https://doi.org/10.32752/1993-6788-2025-1-283-175-188>.
2. Hrynko T., Dulepov S. Theoretical foundations of the formation of an algorithm for the development of business structures in a changing business environment. Economy and Society. 2025. Issue 77. DOI:<https://doi.org/10.32782/2524-0072/2025-77-62>
3. Dovbnya S. Comprehensive strategic analysis of the internal environment of machine-building enterprises. Economic Space. 2025. No. 200. P. 34–41. URL: <https://economic-prostir.com.ua/wp-content/uploads/2025/04/200-34-41-dovbnya.pdf>.
4. Kovalchuk T. Strategic analysis in the system of strategic management of the enterprise: methodological approaches. Economy and Society. 2024. URL:<https://economyandsociety.in.ua/index.php/journal/article/view/5334>
5. Maksichka A., Kovbasa O. Improving the management system of a small enterprise to ensure its development. Economy and Society. 2024. Issue 62. DOI:<https://doi.org/10.32782/2524-0072/2024-62-140>.
6. Mnykh O. B., Dulyaba N. I., Matsevko B. V., Maznyk Y. I., Staretsky A. O. Integrated approaches to the development of business structures in times of crisis: social responsibility, digital transformation and marketing strategies. Academic Visions. 2025. Issue 43. DOI:<https://doi.org/10.5281/zenodo.15653021>.
7. Naboka Y. V. Business environment: characteristics, structure, development, diagnostics. Economic space. 2018. No. 138. P. 192–200. URL:<https://prostir.pdaba.dp.ua/index.php/journal/article/view/331>
8. Pikulyk O.I. Business environment in Ukraine: problems and prospects for development. State and regions. Series: Economy and Entrepreneurship, 2021, No. 2 (119), pp. 23-26. URL:[http://www.econom.stateandregions.zp.ua/journal/2021/2\\_2021/6.pdf](http://www.econom.stateandregions.zp.ua/journal/2021/2_2021/6.pdf)
9. Frolenko O. M. Business environment of the enterprise: methodological approaches to its strategic analysis. Formation of market relations in Ukraine. 2012. No. 9. P. 145–150. URL:[http://nbuv.gov.ua/UJRN/frvu\\_2012\\_9\\_35](http://nbuv.gov.ua/UJRN/frvu_2012_9_35).
10. Nosan N., Yakymenko T., Panchenko R. Strategic planning of enterprise activities. Economy and society. 2023. No. 56. DOI: 10.32782/2524-0072/2023-56-16.

### **Information resources:**

1. Verkhovna Rada of Ukraine. Legislation of Ukraine. URL: <https://zakon.rada.gov.ua/laws/main/index> (database of regulatory legal acts).
2. State Statistics Service of Ukraine. URL: <https://www.ukrstat.gov.ua> (statistical data on the activities of business entities).
3. Ministry of Economy of Ukraine. URL: <https://www.me.gov.ua> (state policy in the field of entrepreneurship, analytics).
4. Action.Business. National online platform for entrepreneurs. URL: <https://business.dia.gov.ua> (case studies, consultations, document templates).
5. National Bank of Ukraine. URL: <https://bank.gov.ua> (macroeconomic indicators: inflation, discount rate, exchange rate).
6. Office of Entrepreneurship and Export Development. URL: <https://epo.org.ua> (market analytics, export opportunities).