

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

Danube branch



SYLLABUS

of the academic discipline (selective)

CORPORATE CULTURE AND INCLUSIVITY

Specialty **D3 Management**

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

Educational program: **Management**

General information about the academic discipline

Name of the discipline	Corporate culture and inclusivity
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.

Dorosheva Antonina Alexandrovna	
Academic degree	PhD in History
Position	Associate Professor of the Department of Social and Scientific Disciplines
Areas of scientific research	Historical and Cultural Foundations of the Formation of Civic Values and Security Culture in Modern Ukrainian Society
Links to the registers of identifiers for scientists	Google Scholar https://scholar.google.com.ua/scholar? ORCSD: https://orcid.org/0000-0003-3257-7173
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/dorosheva-portfolio-a.pdf

Discipline's description.

The course "Corporate Culture and Inclusion" is dedicated to the study of the mechanisms for forming the value environment of a modern organization and the implementation of diversity, equity and inclusion (DEI) strategies. The discipline focuses on the development of ethical leadership, the transformation of organizational culture to create a barrier-free space, and the management of multicultural and diverse teams to improve business efficiency.

The subject of the discipline is a set of elements of corporate culture, ethical standards of interaction in the team, management technologies for ensuring inclusivity and methods of overcoming discrimination in the organizational environment.

The aim of the discipline is to form in future managers systemic knowledge about the nature of corporate culture and develop applied competencies in the design of inclusive personnel management systems, which are based on the principles of respect for human dignity and diversity.

The objectives of the discipline are to study the levels and types of organizational culture as a strategic asset of the company and to study methods for diagnosing the "cultural code" of the organization. measuring the inclusivity index and justifying the diversity business case to increase the innovation and sustainability of the enterprise.

As a result of studying the selective educational component "Corporate culture and inclusivity", applicants must:

Know:

- theoretical models and structure of corporate culture (in particular, the typology of C. Cameron and R. Quinn, the model of E. Shine);
- conceptual foundations of the DEI (Diversity, Equity, Inclusion) strategy in international management practice;
- psychological mechanisms of the emergence of stereotypes and unconscious prejudices in the labor collective;
- ethical standards of barrier-free communication and inclusive language (Inclusive Language) in the organizational environment;
- key indicators and digital metrics for evaluating the effectiveness of the company's inclusive policy.

Be able to:

- conduct a cultural audit of the organization using standardized methods for diagnosing the "cultural code";
- develop draft corporate codes of ethics and internal regulations on non-discrimination;
- to design adaptation measures for the integration of various social groups (including veterans and people with disabilities) into the team;
- apply digital tools and artificial intelligence to monitor, visualize and analyze indicators of the corporate climate;
- to form roadmaps for the transformation of corporate culture in accordance with the principles of inclusivity and ethical management.

Prerequisites for the discipline. The study of the course is based on the knowledge gained during the mastering of the following mandatory components: History and Culture of Ukraine (values and ethics), Philosophy (humanistic principles), Jurisprudence (normative framework of non-discrimination), Management (basics of organization management) and Theory of Organizations (structure and environment of functioning).

Post-requisites for the discipline. The acquired competencies are the foundation for further study of professional disciplines: Social Responsibility of Business (Ethics and Inclusive Projects), Leadership and Communications (Inclusive Leadership) and Strategic Management of the Enterprise (Formation of a Value Strategy).

Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	The phenomenon of corporate culture	<p>Teaching methods</p> <ul style="list-style-type: none"> – analysis of controversial ethical issues and argumentation of positions on the implementation of inclusive policies in organizations. – practical exercises to identify unconscious stereotypes (Unconscious Bias Training) using interactive tests. – meetings with representatives of different social groups (veterans, people with disabilities) to better understand their needs in the workspace. – simulation of recruitment and onboarding situations, where it is necessary to ensure equal conditions for candidates with different experiences. – critical analysis of real corporate conflicts and successful strategies for transforming the culture of global companies. – design of convenient and accessible office space, as well as the development of inclusive communication standards. <p>Assessment methods</p> <ul style="list-style-type: none"> – preparation of an analytical report on the current state of inclusivity of the selected company based on open data. – assessing the ability to formulate clear principles of non-discrimination and inclusive language for internal provisions. – assessment of the student's response to complex management situations that require an inclusive approach and ethical leadership. – presentation of a step-by-step plan for embedding DEI (diversity, equity, and inclusion) values into corporate culture. – assessment of the depth of awareness of one's own biases and the dynamics of changes in the perception of the topic of inclusivity during the course
Topic 2	The concept of DEI (Diversity, Equity, Inclusion) in modern management	
Topic 3	Psychology of perception and unconscious biases	
Topic 4	Inclusive Leadership: A Model of Competencies of a Modern Leader	
Topic 5	Communication Policy and Inclusive Language	
Topic 6	Managing diversity by age	
Topic 7	Gender equality as the foundation of an inclusive culture	
Topic 8	Inclusive Work Environment: Accessibility and Universal Design	
Topic 9	Corporate Social Responsibility (CSR) and inclusive projects	
Topic 10	Measuring the effectiveness of an inclusive culture	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

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.

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 theoretical foundations, the formation of diagnostic and forecasting skills.

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 analytical research, reports on the results of case studies, as well as active involvement in professional discussions and brainstorming. The written component of the work includes the performance of control and test tasks, the preparation of analytical notes, abstracts and notes based on the materials of lectures 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). The assessment is also based on observing the activity of applicants in 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	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)	Seminar 5 (Topic 7,8)	Seminar 6 (Topic 9, 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 "Corporate Culture and inclusivity" 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 "Corporate Culture and inclusivity" requires high self-discipline and a responsible attitude to the educational process from students. 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. In case of missing classes or obtaining unsatisfactory 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. Tsymbaliuk I. O. Inclusive economy: the way to social equality and economic development [Text] : monograph / Iryna Oleksandrivna Tsymbalyuk, Natalia Volodymyrivna Pavlikha. – Lutsk: Vezha-Druk, 2023. – 320 p. URL: https://evnuir.vnu.edu.ua/bitstream/123456789/23405/1/Inkl_econ.pdf
2. Hirna O. B. Corporate Culture: Teaching. Manual. Lviv: Novyi Svit-2000, 2021. 230 p.
3. Kolot A. M., Gerasymenko O. O. Social and Labor Sphere in the Conditions of Global Challenges: Trends, Problems, Directions of Development. Manual. Kyiv: KNEU, 2022. 544 p.
4. Kolpachenko N. M. Development of Corporate Culture in the Conditions of European Integration: Monograph. Poltava: PUET, 2018. 215 p.
5. Lopushnyak G. S. Social Responsibility of Business: Theory and Practice of Management: Monograph. Kyiv: KNEU, 2016. 320 p.

Additional literature:

1. Hulyaieva, O. V. (2024). Osnovy inkluzyvnoi osvity: metodychni rekomendatsii do praktychnykh zaniat dlia studentiv druhoho (mahisterskoho) rivnia vyshchoi osvity spetsialnosti 053 «Psykhologii» [Fundamentals of inclusive education: methodological recommendations for practical classes for second (master's) level students of specialty 053 "Psychology"] [Electronic edition]. Kharkiv: V. N. Karazin Kharkiv National University.
2. Kasianova, O. (Comp.). (2024). Terminolohichnyi slovnyk z inkluzyvnoi osvity: slovnyk [Terminological dictionary on inclusive education: a dictionary]. Borys Grinchenko Kyiv Metropolitan University. Kharkiv: Ivanchenko I. S. Publishing House.
3. Zakharchyn, H. M. (2011). Korporatyvna kultura [Corporate culture] (Study guide). Lviv: Novyi Svit.
4. National Agency of Ukraine on Civil Service. (2025). Bezbariernist. Dostupnist. Inkluzyvnist: praktychnyi posibnyk z orhanizatsii bezbarierkoho ta inkluzyvnoho navchannia derzhavnykh sluzhbovtiv... [Barrier-free environment. Accessibility. Inclusivity: a practical guide for organizing barrier-free and inclusive training for civil servants...]. Kyiv: NAUCS. URL: <https://nads.gov.ua/storage/app/sites/5/uploaded-files/posibnik-bezbarjernist-dostupnist-inkluzivnist.pdf>
5. Zelenska, O. (Initiative). (n.d.). Dovidnyk bezbarierosti: posibnyk z bezbariernoi komunikatsii [Barrier-free handbook: a guide to barrier-free communication]. URL: <https://bf.in.ua/>
6. International Labour Organization. (2016). Kerivnytstvo dlia robotodavtsiv: Spryiannia rivnosti ta riznomanitnosti na robochomu mistsi [Promoting equity and diversity at the workplace: A handbook for employers]. Geneva: ILO.
7. HR Experts & Psychologists (Eds.). (2023). Liudy z dosvidom viiny. Posibnyk z pratsevlashtuvannia ta adaptatsii [People with war experience. A guide to employment and adaptation]. Kyiv.

Information resources:

1. Guide on Inclusive Practices for Business / NGO "Dostupno. UA». Kyiv, 2025. URL: <https://dostupno.ua/>.
2. Platform for Spreading Inclusion in Ukrainian Business / WIT Ukraine. URL: <https://womenintech.com.ua/platforma-poshyrennya-inklyuziyi-v-ukrayinskomu-biznesi/>.