

MODULE 1. «FUNDAMENTALS OF ENTREPRENEURIAL ACTIVITY»

Legal and organizational principles of entrepreneurial activity.

Enterprise: the essence and objectives of the activity. The main features of the enterprise. Types of enterprises: by purpose and nature of activity, by form of ownership, by nationality of capital and control, by form of management, by scope and nature of main activity, by size. Characteristics of the main types of enterprises. Types of entrepreneurship. Types of business associations in Ukraine and features of their functioning. Production and general structure of the enterprise. Types of production structure. Factors forming the production structure. Characteristics of the general structure of the enterprise. Associations of enterprises, their types and characteristics. Associates. Holdings. Features of entrepreneurship in the world.

Leadership and personnel management in business.

The essence and functions of the business management system. Planning, organization, motivation, control as functions of enterprise management. Basic methods of business management. Delegation, responsibility, authority. Types of authority: linear and hardware. D. McGregor's Theory "X" and "Y" and R. Likert's model. Blake-Mouton management scheme and Reddin's three-axis table. Principles that determine leadership style. Strengths and weaknesses of different management styles.

Enterprise staff. The main features of the staff. Personnel management system. Classification and structure of personnel. Employee selection. Labor productivity: concepts, types, factors. Entrepreneurship education. Means to increase productivity. The concept of work motivation. The main stages of the motivation process. Theories of motivation. Substantive theories of motivation (behavioral approach). Procedural theories of motivation. Teambuilding.

Capital and production assets of the enterprise.

The main production assets of the enterprise: essence and structure. Production structure of fixed assets. Factors in the production structure of fixed assets. Leasing. Valuation of fixed assets. Initial value. Recovery value Fair (real) value. Total cost. Residual value. The average annual cost of fixed assets. Depreciation of fixed assets Physical depreciation. Factors that affect the rate of physical wear. Depreciation. Factors that affect the rate of depreciation. Depreciation of fixed assets. Service life (operation). Depreciation rate. Depreciated value. Depreciation methods. Indicators of efficiency of use of fixed assets.

Composition and structure of working capital. Rationing of working capital. Rationing of materials. Standardization of work in progress. Rationing of finished products. Efficiency of working capital. Intangible resources and assets of the enterprise.

Financial aspects of entrepreneurial activity: investments, taxes, profit.

The concept of investment resources and investment activities. Subjects of

investment activity. Classification of investment resources: by object of investment, by nature of participation in investment, by forms of ownership, by level of investment risk. Investment efficiency indicators. Methods for evaluating the effectiveness of investment projects. Profitability of sales. Rate of return on investment. Break-even point. Solvency point. Net present value of investment. Return on investment index. Domestic rate of return on investment.

The main types of taxes in business. Tax administration. Simplified tax system. Income and types of income. The essence of profit and its classification: depending on the order of determination, depending on the purpose of determination, depending on the size of the enterprise. Assessment of the financial and economic condition of the enterprise. Analysis using financial ratios. Financial and economic efficiency of the enterprise.

Pricing and competitiveness of the enterprise.

Products, its classification and volume meters. Assortment. Product quality. Quality indicators. Quality management. Product quality management in the world. Product competitiveness. Factors affecting competitiveness. The cost of production. The influence of the state on the formation of cost. Classification of costs for production and sales. The composition of the costs of production and sales. Simple, normative and out-of-order methods of product costing. Post-process, preliminary and "direct-costing" methods of calculating the cost of production.

The essence and classification of prices. Pricing. Differentiation of prices by types of economic activity and areas of economic service. Differentiation of prices according to the degree of state participation in pricing. Differentiation of prices by transport component. Differentiation of prices depending on the time of action. Pricing policy of the enterprise. Pricing strategies. Differentiated pricing strategies. Competitive pricing strategies. Assortment pricing strategies. Pricing methods: cost, market, parametric.

Entrepreneurship in the international environment.

Foreign economic entrepreneurial activity: forms and types. Cooperation with foreign enterprises. Establishment of joint ventures. International trade. Franchising. Licensing. Online business. Forms of foreign investment. International financial and securities transactions. State regulation of international business. Determination of customs value of goods. Customs regimes. Advantages of free economic zones for business activities. Cultural and ethical aspects of international business.

Literature to prepare for the module

1. Adapa S., Sheridan A., Yarram S. R. Entrepreneurship in Regional Communities. Palgrave Macmillan Cham, 2021. 324 p.
2. Arslanian H. Entrepreneurship in Finance. Palgrave Macmillan Cham, 2016. 261 p.
3. Lehmann E. E., Keilbach M. From Industrial Organization to Entrepreneurship. Springer Cham, 2019. 488 p.

4. Little S. E., Go F. M., Poon T. S.-Ch. Global Innovation and Entrepreneurship, 2017. 334 p.

5. Mazzarol T., Reboud S. Entrepreneurship and Innovation. Springer Singapore, 2020. 509 p.

MODULE 2 «MANAGEMENT»

Section 1. Methodology and general functions of management

The concept and essence of management.

Definition of management. Early school management. Integrated approaches to organizational management. Current trends in management.

Principles, methods and functions of management.

Principles of management. Classification and characterization of management functions. Functions and competencies of managers. Management methods, their classification. Mechanism of interaction of management methods and functions

Management process.

Management system: structure, elements and content. Organization as an object of management, its features. Internal and external environment of the organization. Life cycle of the organization.

Planning as a general function of management.

The essence of planning, its types and approaches to it. Strategic planning: process, components, system. The essence and types of goals. The essence and types of strategies. The essence and types of plans. Setting goals for subordinates.

Organization as a general function of management.

The essence of organizational function and elements of organizational activity. Designing the organizational structure. Evolution of organizational structures. Types of organizational structures.

Motivation as a general function of management.

Motive, motivation, motivation, stimulus, stimulation. Evolution of motivation theories. Stimulation of work as a tool of personnel management. Social motivation of workers.

Control as a general function of management.

The concept, essence of control and model of the control process. Types of control. Control tools. Feedback as the essence of the control function and a tool to improve performance

Section 2. Management and its provision in the organization

Development and adoption of management decisions.

Management decision as a result of management activities. Management decision-making process. Methods of substantiation of management decisions.

Communications and information in management.

The concept and essence of communications, types of communications. Communication networks, their types and conditions of application. Style and skills of effective communication. Information system as a network to support management decisions.

Conflict, change and stress management.

The essence and types of conflicts. Conflict management strategies. Change management. Stress management.

Leadership and leadership.

Leadership as a unifying function of management. Manager and leader, influence and power. The role of the manager. Leader, signs of a leader. Leadership, laws and theories of leadership.

Effectiveness of management.

Criteria for success in management. The concept and essence of management efficiency, approaches to its definition. Adizes' tools for forming an effective organization.

Literature to prepare for the module

1. Lehmann E. E., Keilbach M. From Industrial Organization to Entrepreneurship. Springer Cham, 2019. 488 p.
2. Mazzarol T., Reboud S. Entrepreneurship and Innovation. Springer Singapore, 2020. 509 p.
3. Olson D. L., Wu D. Enterprise Risk Management Models. Springer Berlin, Heidelberg, 2020. 225 p.
4. Trifonov P. V., Charaeva M. V. Strategies and Trends in Organizational and Project Management. Springer Nature Switzerland AG, 2022. 749 p.
5. Vom Brocke J., Rosemann M. Handbook on Business Process Management. Springer Berlin, Heidelberg, 2015. 727 p.

MODULE 3 «HR MANAGEMENT»

Section 1. Theoretical and methodological approaches to human resource management in the organization

Methodology of human resource management in the organization.

The role and importance of personnel management as a science. The meaning

of the concepts "labor resources", "staff", "labor potential" "personnel". System approach to personnel management of the organization and the main subsystems of personnel management. Philosophy and concept of personnel management Methods, principles and styles of personnel management.

Human resource management in the organization as a social system.

Personality: essence, structure, organizational behavior. Classification of personnel by categories and its characteristics: production staff (workers) and management staff (employees), the content of functions performed and the main categories in organizations of various fields. The main characteristics of the personnel of the organization. Number and structure of personnel of the organization. Normative, actual accounting and average number of employees of the organization. Staff structure: organizational, social, staff, role, functional.

Personnel policy and strategy of human resources management in the organization.

The concept and importance of personnel policy in the organization. Factors influencing the formation of personnel policy and the conditions of its implementation. Classification of types of personnel policy by main features. The content of personnel policy at different stages of the life cycle of the organization.

Stages of development (design) of personnel policy and their content: rationing, programming and monitoring of personnel.

Human resource management models in the organization.

The essence of HR strategy. The main types of personnel strategy. Relationship between organizational development strategy, HR strategy and personnel policy.

Organization of activities and functions of HR-services in the organization

Appointment and role of modern HR-personnel services in the organization. Wheel of HR-practitioners.

Roles and functions of HR-manager. Requirements for business, professional and personal traits of the personnel manager.

Information and methodological support of personnel service. Automated personnel management programs.

Planning, organization, motivation and control of human resources management in the organization.

The concept of personnel planning. The purpose and objectives of personnel planning at the enterprise. Types of planning: strategic, tactical, operational (current). Factors influencing the determination of staffing needs. The concept of staff marketing and its functions.

Setting tasks for subordinates. Delegation of powers.

Tangible and intangible motivation: methods of evaluation. Motivators to maintain interest in work. Soft skills. EQ value.

Types of control. Feedback models.

Section 2. Human resources management system and technologies in the organization

Organization of selection and selection of personnel

The content of the process of recruitment and employment. The main sources of information about vacancies. Identification of vacancies. Formation of requirements to applicants. Professiogram: employee model and position model. Characteristics of sources of candidates.

Vocational guidance and career guidance work. Methods and forms of professional orientation. Career guidance: essence and tasks, organization of work. Methods of managing career guidance of employees.

Models and methods of employee selection. Criteria for selecting employees. General procedures for hiring staff in organizations. Stages of personnel selection. Professional selection of personnel. Primary selection. Types of interviews.

Labor adaptation and its types: organizational, socio-psychological, professional, psychophysiological. Primary and secondary adaptation. The speed of labor adaptation and the factors that determine it. Leading and educational role of the head and manager of personnel. Briefing. Mentoring.

Management of development and movement of personnel of the organization

General and professional staff development. The essence and objectives of professional development of staff. Identifying and analyzing staffing needs. Personnel training.

The concept of career and career growth. Career planning and management of employees. Career models: horizontal and vertical.

Personnel mobility management. Needs analysis and staff development plan assessment. Planning and preparation of personnel reserve. Formation of the list of personnel reserve by categories of personnel. Features of training reserve management. Staff rotation as a form of movement and training of employees. Relocation, transfer to another position, work. Combining professions.

Working time management.

Management of personnel release process

Reasons and factors for staff redundancies. Release procedure. Social and industrial criteria for selecting employees for dismissal. Social guarantees. Features of retirement as a form of dismissal. The concept and meaning of absenteeism.

Staff turnover management and the factors that determine them. Indicators are absolute and relative. Typical violations of labor and executive discipline, the reasons for their occurrence. Accidents. Disciplinary influence. Development of measures to regulate staff turnover.

Management of the quality of working life of employees of the organization. Personnel safety management: safety and health of employees in the organization. Preventive and anti-epidemic measures in personnel management at the enterprise.

Socio-psychological aspects of human resource management in the organization

The team as a social group. Characteristics of the team: unity of purpose, conditional separation, organizational and territorial unity. Functions of the team and its varieties in the organization.

The team as the highest form of internal organization of the group. Signs of the team. Principles and stages of the process of creating a workforce.

Team cohesion: essence and stages. Features of personnel management at the stages of team development. Team and team: common and negative.

Socio-psychological features of the team as an object of management. Psychological compatibility of team members and the factors that determine it. Social roles of the individual.

The role of corporate culture in the formation of the organization: norms, values, traditions.

Evaluation of personnel in the organization

Personnel evaluation in a modern organization. The essence and types of staff evaluation by objectives. Criteria and methods of personnel evaluation.

Evaluating the quality of work of different categories of staff. Methods of evaluating management staff: by business qualities, by the complexity of the functions performed, by the results and objectives of the activity.

Criteria and types of business evaluation of managers: evaluation of the results of primary and secondary activities, evaluation of team behavior, performance of team management functions and evaluation of the results of subordinates. Indicators for evaluating different categories of managerial positions.

The main criteria for evaluating specialists: skill level, creativity and ingenuity, initiative, performance and labor discipline. Evaluation of workers and employees: level of qualification, executive and labor discipline, quality performance, compliance with safety rules, etc.

Personnel certification: essence and types. Appointment and content of the attestation commission. Organization and procedure for personnel certification. Content of certification for different categories of staff. Documentary support of certification. Use of personnel certification results.

Effective human resource management in the organization

Performance management techniques. Personnel performance management processes. Personnel efficiency management system. Competence management as a basis for performance management.

The system of economic, social and organizational indicators of personnel management: essence and content. Criteria for the effectiveness of personnel management. Comprehensive assessment of the effectiveness of personnel management: the essence, advantages and disadvantages of the application. Methods of evaluating the effectiveness of staff performance.

Interdependence of the efficiency of the enterprise and the results of staff work. Indicators for evaluating the effectiveness of personnel management units. Staff cost

efficiency. The role of personnel audit and personnel consulting in improving the efficiency of personnel management.

Literature to prepare for the module

1. Adapa S., Sheridan A., Yarram S. R. Entrepreneurship in Regional Communities. Palgrave Macmillan Cham, 2021. 324 p.
2. Little S. E., Go F. M., Poon T. S.-Ch. Global Innovation and Entrepreneurship, 2017. 334 p.
3. Olson D. L., Wu D. Enterprise Risk Management Models. Springer Berlin, Heidelberg, 2020. 225 p.
4. Sarferaz S. Compendium on Enterprise Resource Planning. Springer Cham, 2022. 621 p.
5. Vom Brocke J., Rosemann M. Handbook on Business Process Management. Springer Berlin, Heidelberg, 2015. 727 p.

MODULE 4 «ECONOMICS OF BUSINESS ENTITIES»

Enterprise in a socially oriented economy

Concepts, goals and activities of the enterprise. The concept of economic activity. The essence and mission of the enterprise. Product market research and situational analysis. Innovative activity. Production activity. Commercial activity. After sales service. Economic activity. Social activity. Production, economic and social functions of the enterprise.

Classification, structure and associations of enterprises. Commercial and non-commercial enterprises. Private, collective, communal, state enterprises. National, foreign, joint ventures. Sole proprietorships, cooperatives, leases, and business associations. Industrial, agricultural, construction, transport, trade, innovation, leasing, banking, insurance, tourism enterprises. The main, subsidiary, associate, branch. Large, medium and small enterprises. Association, corporation, consortium, concern, cartels, syndicates, trusts, holdings, financial groups.

The external environment of the enterprise and organization. Economic, technological, political and legal, socio-cultural, natural and geographical, international environmental factors. Consumer market. Manufacturers market. Intermediary market. Market of public organizations. International market. Market infrastructure. Contract.

Enterprise management. Enterprise as a system. Horizontal and vertical division of labor. Management functions: planning, organization, motivation, coordination, control. Economic, socio-psychological, organizational management methods. Principles of management. Organizational structure of management.

The mechanism of realization of economic activity. Expenditure and resource management. Development and improvement of production. Improving the management system of the enterprise and all types of its activities.

Capital and fixed assets of the enterprise

General characteristics of capital and fixed assets of the enterprise. Capital. Fixed assets. Working capital. Advanced capital. Fixed assets: land plots; capital expenditures for land improvement; buildings; Machinery and equipment; vehicles; tools, inventory; animals; other fixed assets.

Valuation of fixed assets. Initial cost of fixed assets. Book value. The replacement cost of fixed assets. Residual value of fixed assets. Liquidation value. Fair value.

Types of depreciation of fixed assets of the enterprise. Physical wear. Depreciation. Repair of fixed assets. Current repair. Overhaul. Restorative repair. Overhaul, medium, small repairs.

Indicators of the use of fixed assets of the enterprise. Natural indicators. Conditional-natural indicators. Cost indicators. Renewal rate, disposal rate, depreciation rate, growth rate. Extensive / intensive equipment utilization rate. Coefficient of variability. Return on assets, capital intensity, profitability, capital adequacy. Production capacity utilization factor.

Depreciation of fixed assets at the enterprise. Rectilinear method. Production method. Cumulative method. Residual value reduction method. The method of accelerated reduction of residual value.

Ways and methods to improve the use of fixed assets of the enterprise.

Financial and credit and intangible resources of the enterprise

The essence of the financial resources of the enterprise. Internal and external financing. Share capital. Rent. Leasing: operational, financial. Action. Promotion price. Bond. Bond rate.

The concept of intangible resources and intangible assets. Objects of intangible resources: objects of industrial property (inventions, utility models, industrial design, trademark, brand name); objects that are protected by copyright or related rights (computer program, database, chip, related rights); other objects of intellectual property (innovation proposal, trade secret). License.

Valuation of intangible assets. Research of intangible assets. Legal expertise. Determining the type of value and choosing a particular method of valuation. Formation of an information base for evaluation. Calculations of the value of intangible assets using the chosen method. Preparation of the report. Methods of valuation of intangible assets: cost method, profit method, market approach to valuation.

Working capital

Working capital of the enterprise. Circulation of working capital. Working capital of the enterprise: production stocks (raw materials, basic and auxiliary materials, fuel, semi-finished products, components, spare parts for repair, etc.); Unfinished production; future expenses. The structure of working capital of the enterprise. Monetary, production and commodity form of working capital.

Rationing of working capital. Efficiency of working capital. Methods of rationing: analytical, coefficient, method of direct calculation. Norm. Standard.

Absolute, specific, total material consumption. Indicators of working capital turnover: turnover ratio; load factor; duration of one revolution. Material utilization factor. The amount of waste. The coefficient of yield of finished products per unit of processed raw materials. Ways to save material resources: production and technical, organizational and economic.

Production investment resources

The concept and structure of investment and investment activities. Domestic and external investments. Financial and real investments. Direct and portfolio investments. Short-term, medium-term and long-term investments. Private, public, foreign and joint investments.

Economic assessment of investment feasibility. Calculation of the amount of initial investment. Calculation of investment income. Investment income. Calculation of indicators of economic efficiency of real investments. Assess the investment risk associated with the time factor. Investment risk accounting.

Determining the required amount and sources of financing for production investments. Own funds of the enterprise, borrowed investment funds, attracted investments. Investment strategy. Determining the period of time for the formation of investment strategy. Defining strategic goals of investment activity. Choosing the most effective ways to implement strategic goals of investment activities. Evaluation of the developed investment strategy.

Evaluation of the effectiveness of production and financial investments. Consolidated calculation of the planned volume of capital investments. Overall efficiency of capital investments. Comparative efficiency of capital investments.

Factors for improving the efficiency of capital investments and financial investments. Improving the structure of capital investments. Improving the recovery structure of production investment. Reducing the stages of the investment cycle. Improving the design and estimate case. Introduction of economic methods of investment process management. Risk and methods of its reduction: insurance, risk differentiation, creation of a reserve of funds to cover unforeseen expenses, risk dissipation.

Capital construction as a means of realization of production investments of the enterprise. Contract and economic means of capital construction.

Organization of production and infrastructure of the enterprise

Structure and principles of organization of the production process. The main elements of the production process: labor, means of labor (machinery, equipment), objects of labor (raw materials). Operation as a structural unit of the production process. Principles of rational organization of production: specialization of production, proportionality of the production process, parallelism, accuracy, continuity, the principle of rhythm, the principle of automation, the principle of flexibility.

Organization of the production process in time. Production cycle. Duration of the production cycle: time of technological processing of the product, time of maintenance of production, time of breaks in work. Preparation of production

(research work, design preparation of production, technological preparation of production, organizational and planned preparation of production. Organizational type of production. Mass production. Serial production. Single production. Method of organization of production: current, party, single.

Social forms of organization of production. Concentration of production. Deconcentration of production. Specialization of production. Production conversion. Production cooperation. Combining production. Diversification of production.

The concept, types and importance of infrastructure. Production and social infrastructure. Production service maintenance systems. Repair, tooling, transport, energy and warehousing.

Regulation, forecasting and planning of enterprise activities

State regulation of business entities. Economic policy of the state. Methods of state regulation of the economy: methods of direct flow, methods of indirect influence. Macroeconomic planning. Financial and budgetary regulation: state budget, budget revenues and expenditures, budget surplus / deficit. Monetary system. Public, bank, commercial credit. Taxes. State order. State innovation policy. Public investment policy. State regulation of business development. State regulation of foreign trade.

Forecasting the development of the enterprise. Strategic planning: strategic forecasting, programming, design. Forecasting methods: factual methods, heuristic methods.

Methodological bases of planning. The essence of planning. Planning methods: resource, statistical, factor, balance, economic and mathematical modeling, graphoanalytical.

Enterprise development strategy and business planning. Strategic planning. Marketing plan. Production plan. Staffing plan. Financial plan. Risk planning. Forming and maintaining the company's image. Growth strategy. Reduction strategy. Stabilization strategy. Financing strategy.

Tactical and operational planning. Medium-term plans. Current (tactical) plans. Stages of development of current plans: analysis of the results of the enterprise; development of measures to increase the efficiency of the enterprise and increase its competitiveness; market research and formation of a portfolio of orders for the company's products; substantiation of separate sections of the plan; consideration of the draft plan by the labor collective council and its approval; bringing technical and economic indicators to the structural units of the enterprise.

Product quality and competitiveness

Product quality and evaluation methods. Quality as an economic category. Economic, social and environmental consequences of improving product quality. Absolute, relative and optimal level of quality. Quality indicators: unit (purpose indicators, reliability and durability indicators, manufacturability indicators, ergonomic indicators, aesthetic indicators, standardization and unification indicators, economic indicators, patent and legal indicators), complex, general (range update ratio, share of certified products, share products for export, grade coefficient, the

share of marriage in the total output of marketable products). Methods of product quality assessment: measuring, registration, organoleptic, calculation.

Product competitiveness. Factors of product competitiveness: product, price, sales channels, sales, level of human resources and management structures. Competitiveness of the enterprise. Useful effect. Technical, organizational, economic and social factors influencing the competitiveness of the enterprise.

Product (service) quality management. Forecasting the production of high quality products. Product quality planning. Stimulating product quality improvement. Production control. Standardization. Specifications. Product certification: mandatory, voluntary. In-house technical control. Economic efficiency of product quality improvement.

Productivity, motivation and pay

Indicators and methods of measuring labor productivity. Indicators of manufacturing and labor intensity of products. Indicators of the level of production: cost, in kind, labor. Factors influencing the change in labor productivity: external (legislation, policy, natural resources, etc.); internal (technology, equipment, personnel, organization of production and labor). Methods of productivity planning: direct calculation method, factorial method.

Motivation of work activity. Motive. Stimulus. Motivation methods: economic direct (wages, bonuses, tuition fees, etc.), economic indirect (preferential food, preferential use of housing, transport, etc.), social (labor protection, career growth, etc.). Scientific organization of work: improvement of forms of distribution; improving the rationing of labor, its moral and material incentives; improving working conditions; training and advanced training; improving labor discipline.

Modern wage policy. Application of forms and systems of remuneration. Piece-rate form of remuneration: direct piecework, indirect piecework, piecework-premium, piecework-progressive, collective, chord. Hourly form of remuneration: simple hourly, hourly bonus, salary system.

Surcharge and salary supplements. Incentive and compensatory payments: Payment for downtime is not the fault of the employee. Incentives paid to employees on leave at the initiative of the administration with partial retention of wages. Allowances and surcharges not provided by current legislation and in excess of the amount established by applicable law. Remuneration based on the results of work for the year. Remuneration (interest allowances) for years of service, length of service, not provided by current legislation. Rewards for discoveries and innovation proposals. One-time incentive rewards. Amounts of labor and social benefits provided by the company to employees.

Employee participation in company profits.

Financial results of the enterprise

Profit and income of the enterprise. Gross profit; profit (loss) from sales; profit (loss) before tax; profit (loss) from ordinary activities; net (retained) profit (loss) of the reporting period. Income from ordinary activities. Operating income. Non-operating income. Extraordinary income.

Mechanisms of profit distribution of the enterprise. Income subject to taxation. Income tax. Accumulation fund. Consumption Fund. Reserve fund. Undivided profit. Social Assistance Fund. Profit to be distributed among co-owners. Net income: financial reserve, investment development of the enterprise, financing of the socio-cultural sphere, contributions to the wage fund on top of wages, charity, some types of fees, taxes, penalties.

Methods of enterprise profit planning: direct calculation method, analytical method and combined calculation method.

Profitability indicators. Profitability of certain types of products, all marketable products and production. Profitability of sales. Return on assets (capital). Return on current assets. Return on net assets. Return on equity.

The concept and essence of efficiency. The results of the enterprise: operational, financial, social, environmental, other non-profit results. Indicators of definition and directions of increase of efficiency of activity of the enterprise. Approaches to determining effectiveness: traditional, multifactorial.

Literature to prepare for the module

1. Arslanian H. Entrepreneurship in Finance. Palgrave Macmillan Cham, 2016. 261 p.
2. Idowu S. O. Current Global Practices of Corporate Social Responsibility. Springer Cham, 2021. 897 p.
3. Popkova E. G., Sergi B. S. Economic Issues of Social Entrepreneurship. Palgrave Macmillan Cham, 2021. 485 p.
4. Sarferaz S. Compendium on Enterprise Resource Planning. Springer Cham, 2022. 621 p.
5. Trifonov P. V., Charaeva M. V. Strategies and Trends in Organizational and Project Management. Springer Nature Switzerland AG, 2022. 749 p.

MODULE 5 «POTENTIAL AND DEVELOPMENT OF THE ENTERPRISE»

The essential characteristics of the potential of the enterprise.

The potential of the enterprise as an economic category. Approaches to the definition of "enterprise potential" and its evolution. Classification of species manifestations of enterprise potential by objects of research, by degree of use, by sphere of use and realization, by the principle of hierarchy and by functional directions.

Characteristics of the elements of enterprise potential: economic, production, organizational, marketing, financial, investment and innovation, human resources of the enterprise. The relationship between the categories of "economic potential", "production potential", "production capacity".

Structure and graph-analytical model of enterprise potential.

Capacity structuring: block-modular and functional. Block-modular structuring of enterprise potential includes three components: resources, management system and personnel activities. Functional structuring distinguishes between objective and subjective components of potential.

Graphoanalytical method of estimating the potential of the enterprise "potential square": algorithm and areas of application. Identification of four integrated areas in the formation of a graphical model of enterprise potential by the method of "potential square": 1) production, distribution and marketing of products; 2) organizational structure and management; 3) marketing; 4) finance. The relationship between the shape and size of a potential square and its life cycle. Establishing quantitative and qualitative links between individual elements of capacity, its level of development and competitiveness.

Formation of enterprise potential: concept and general model.

The potential of the enterprise as an economic system: features and properties. Prerequisites for capacity building and development. External and internal factors influencing the development of potential elements of enterprises.

Capacity building model with determination of its levels in the activity of enterprises. The process of forming the potential of the enterprise: system approach, marketing approach, functional approach, reproductive, innovative regulatory approaches, etc.

Features of formation of production potential of the enterprise. Formation of production potential. Relevance and priority of the categories "production function" and "production capacity" in the structure of production potential.

The content of the production function. The concept of total product, marginal and average product, their relationship. The essence of production capacity. Organizational model of production capacity formation. Methodology for determining production capacity.

Competitiveness of enterprise potential.

Methodical approaches to the definition of "market" and "competition". The essence of the economic category "competitiveness of enterprise potential". Basic levels of potential competitiveness and their characteristics.

The process of assessing the competitiveness of the potential of enterprises: stages, system of criteria (indicators). Methodological support for assessing competitiveness: the method of ranks, the method of differences and the method of points. Strategic analysis of the competitiveness of the potential of enterprises. Purpose and main methodological approaches: STEP-analysis, SWOT-analysis, SPACE-analysis, GAP-analysis, etc.

Theoretical bases of enterprise potential assessment.

Assessment of enterprise potential: purpose, main problems. Enterprise as a commodity: its characteristic properties and features as an object of market relations. The concept of value. Classification of types of value by main features.

Legislative bases and mechanisms of evaluation activity in Ukraine. Ukrainian Society of Appraisers. Methodology for estimating the value of enterprise potential: revenue, cost and comparative approaches. The system of principles for assessing the potential of enterprises.

Methodical approaches to assessing the potential of the enterprise. General characteristics of methodological tools for assessing the value of the potential of the enterprise. The concept of cash flow, present and future value of money. Functions of the currency: compound interest, discounting, current and future value of the annuity, accumulation, reimbursement.

Characteristics of the methodology for estimating the value of the potential of enterprises. The revenue approach is its essence, basic models and factors that determine the value of the object of evaluation. Comparative approach and methods of determining market value. The essence of the property approach.

Characteristics of information involved in assessing the potential of enterprises: its classification, sources, legislation and requirements.

Valuation of land, buildings and structures.

Features of real estate valuation as an object of valuation. Analysis and structure of the real estate market of Ukraine. Features of the components of the real estate market.

Legal regulation of land valuation. The procedure for organizing the monetary valuation of land. Problems of land ownership regulation in Ukraine. Characteristics of methodological tools for land valuation. The method of capitalization of net operating (rental) income. Price comparison method. Method of accounting for the cost of land improvements.

Methodology for estimating the value of buildings and structures: profitable, comparative and costly approaches. Characteristics of economic indicators used in the valuation of buildings and structures.

Estimation of market value of machines and equipment.

The concept of technical and technological potential of enterprises. Features of machines and equipment that characterize them as an object of evaluation. Scientific, technical and economic approaches to the classification of assessment objects. Signs used to classify machinery and equipment.

The main approaches to estimating the cost of technical and technological potential: profitable, comparative and costly. System of indicators of operation, wear and technical and technological characteristics of machines and equipment.

The sequence of valuation by the income method. The cost approach to the valuation of machinery and equipment involves the use of the method of calculating the price of a homogeneous object, index (trend) method and the method of calculating the value of the consolidated standards. Method of market comparisons.

Intangible assets of the enterprise and methods of their evaluation.

Concepts and sources of intangible assets. The main economic properties of intangible assets. Characteristics of constituent elements. Directions of classification of intangible assets of the enterprise.

The purpose and features of valuation of intangible assets. Legal regulation of property relations in relation to intangible assets. Features of application of different valuation methods for the main types of intangible assets.

The essence and classification of methods of income approach. The sequence of evaluation. Features of the cost approach. The essence of the method of initial costs. Characteristics of the replacement cost method. The essence of the comparative (market) approach. Terms of application of the method of comparison of sales.

Labor potential of the enterprise and its evaluation.

Determining the labor potential of the enterprise. The main components of labor potential. Classification of groups of workers who form the labor potential of the enterprise. The essence of the individual qualification potential of the employee. Factors influencing the change in the level of labor potential of the enterprise.

The essence and objectives of the cost assessment of labor potential. The main indicators of labor potential assessment, their characteristics and classification. Characteristics of cost and revenue approaches to assessing the labor potential of the enterprise. Evaluation of the effectiveness of labor potential: the system of indicators and the sequence of evaluation.

Business valuation.

Features of the application of business valuation (aggregate potential of the enterprise). The concept of goodwill.

A system of methods for a profitable approach to estimating the value of business, which includes two groups: methods based on cash flow forecasts, and methods based on "profit". Contents of the main stages of application of cash flow discounting. The essence of the methods of economic value added and Edward-Bell Olson.

Characteristics of the technology of application of the comparative approach to the assessment of the value of the enterprise. Methodical support of comparative assessment. Characteristics of price multipliers. The essence of the property method of estimating the value of the total potential of enterprises. The main methods are the method of estimating the value of net assets and the method of liquidation value. Characteristics of liquidation value as an economic category.

Applied aspects of enterprise potential assessment. Features of assessing the potential of the enterprise to monitor current opportunities. The essence of monitoring current opportunities: the essence, principles, features and stages. Principles and requirements for building a capacity model. Mathematical models of potential. Characteristics of special cases of application of enterprise valuation.

Enterprise development: content, modern concepts and prerequisites.

The economic essence of enterprise development potential. Classification of specific manifestations of development at the enterprise level. Prerequisites for enterprise development.

Factors influencing the development of the enterprise. Organizational development of the enterprise: essence, modern concepts and development trends.

Methodical approaches to determining the reserves of enterprise development and its potential.

The essence of the reserves of enterprise development. Classification and characteristics of sources of enterprise development. Principles of organization of search and calculation of reserves of enterprise development.

Methods for determining the reserves of enterprise development. Methodical approaches to determining the impact of the use of available reserves on increasing the potential of the enterprise.

Literature to prepare for the module

1. Adapa S., Sheridan A., Yarram S. R. Entrepreneurship in Regional Communities. Palgrave Macmillan Cham, 2021. 324 p.

2. Idowu S. O. Current Global Practices of Corporate Social Responsibility. Springer Cham, 2021. 897 p.

3. Little S. E., Go F. M., Poon T. S.-Ch. Global Innovation and Entrepreneurship, 2017. 334 p.

4. Mazzarol T., Reboud S. Entrepreneurship and Innovation. Springer Singapore, 2020. 509 p.

5. Sarferaz S. Compendium on Enterprise Resource Planning. Springer Cham, 2022. 621 p.

STRUCTURE OF THE TASK

Each variant of the task consists of two parts:

- 1) theoretical task, which includes 14 tests;
- 2) 2 calculation and analytical tasks.

Correct answers in the tasks of the professional exam must be crossed out in the answer sheet.

Each theoretical task test is a closed form with multiple choices (several correct answers).

KNOWLEDGE ASSESSMENT CRITERIA

Each theoretical task test is evaluated as follows:

1. Complete correct answer (all correct answers are marked and incorrect answers are not indicated) - 10 points.
2. Incomplete correct answer (more correct answers than incorrect answers are marked) - 8 points.
3. The number of indicated correct answers is equal to the number of incorrect answers - 6 points.
4. Incomplete incorrect answer (marked more wrong answers than correct answers) - 4 points.
5. A completely incorrect answer (all answers were given incorrectly or the answers to the test were not marked) - 0 points.

Each calculation and analytical task contains one correct answer, which is estimated at 30 points (in the case of an incorrect answer - 0 points, but if there is a correct calculation logic in the draft according to the decision of the commission - 10 points).

PROCEDURE FOR EVALUATING THE PREPARATION OF AN ENTRANT

The total number of points scored by the entrant is evaluated on a scale from 0 to 200 points. An entrant is allowed to participate in the competitive selection for study enrollment if the professional exam score is at least 100 points.

Head of the professional certification commission
ESI «Karazin School of Business» in specialties
073 «Management» and 076 «Entrepreneurship and trade»

_____ Yuliia PRUS

Approved

Admissions committee
V.N. Karazin Kharkiv National University
(Minutes No. 2, April 15, 2024)

Responsible secretary
Admissions Committee

_____ Serhiy YELTSOV