

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES
OF UKRAINE**

Department Production and Investment Management



«CONFIRMED»

Department of Agrarian Management
Anatolii OSTAPCHUK
2023

“APPROVED”

at the meeting of the department of Production and Investment Management
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Head of the department
Maryna DIELINI

“REVIEWED”

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**PROGRAM OF THE COURSE
OPERATIONAL MANAGEMENT**

Specialization 073 «Management»
Educational Management
program _____
Faculty of Agrarian management
Developer: Alekseieva K., PhD (Public Administration), As. Professor

Kyiv – 2023

1. Description of the course

“Operational Management”

Field of knowledge, specialization, educational program, educational degree		
Educational degree	Bachelor	
Specialization	073 «Management»	
Educational Program	Management	
Characteristics of the course		
Type	Compulsory	
Total number of hours	120	
Number of ECTS credits	<u>4</u>	
Number of content modules	<u>2</u>	
Course project (work)	+	
Form of assessment	Exam	
Indicators of the course for full-time and part-time forms of study		
	Full-time study	Part-time study
Course (year of study)	3	-
Semester	6	-
Lecture classes	30	-
Practical classes	30	-
Laboratory classes	-	-
Self-study	60 hours	-
Individual assignments	- hours	-
Number of weekly classroom hours For the full-time form of study	4 hours	

2. Purpose, objectives, and competencies of the course

For effective management of business entities theoretical training and acquisition of practical skills in operational management is crucial. Operational management is one of the basic functions of any enterprise.

The purpose of the course is to master a set of knowledge about production and its organization, operating systems and their operation; formation in the future managers' ability to develop operational strategy, create and use industry operating systems as a basis for ensuring the achievement of the organization's mission.

Objectives:

- to study of theoretical and methodological bases, categorical apparatus operational management;
- to master the basic features, principles and methods of operations, operating systems of various types;
- to gain knowledge on the development of operational strategy of the enterprise;
- to possess skills to justify the decision to create an operating room systems, support of the proper mode of its functioning;
- to study the basics of quality management and assurance product competitiveness;

Acquisition of competencies:

- **Integral (IC):** The ability to solve complex specialized tasks and practical problems in the management of organizations or in the learning process, which involves the application of certain theories and methods of the relevant science and is characterized by the complexity and uncertainty of conditions.

General competencies (GC):

GC 3 Ability to abstract thinking, analysis, synthesis;

GC 4 Ability to apply knowledge in practical situations

GC 5 Knowledge and understanding of the subject area and understanding of professional activity.

GC 9 Ability to learn and master modern knowledge

GC 10 Ability to conduct research at an appropriate level.

GC 14 Ability to work in an international context.

GC 15 The ability to act on the basis of ethical considerations (motives).

Professional (special) competencies (SC):

SC 1 The ability to define and describe the characteristics of the organization

SC 2 The ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

SC 3 The ability to determine the prospects for the organization's development.

SC 4 The ability to determine the functional areas of the organization and the connections between them.

SC 5 The ability to manage the organization and its divisions through the implementation of management functions

SC6 The ability to act socially responsibly and consciously

SC7 Ability to choose and use modern management tools

SC 9 Ability to work in a team and establish interpersonal interaction when solving professional tasks.

SC 12 Ability to analyze and structure organizational problems, form reasonable solutions

SC 14 Understand the principles of psychology and use them in professional activities

SC 15 Ability to form and demonstrate leadership qualities and behavioral skills.

SC 16 Ability to identify and analyze new market opportunities

opportunities, including an international business environment, formulate new ideas, develop projects and organize business process management

Program learning outcomes (PLO):

PLO 3 Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

PLO7 Demonstrate organizational projecting skills

PLO 8 Apply management methods to ensure the effectiveness of the organization

PLO 12 Assess the legal, social and economic consequences of the organization's functioning

PLO17 Conduct research individually and/or in a group under the guidance of a leader

PLO 18 Demonstrate the ability to identify prospects for the development of the enterprise, develop projects, organize management of business processes based on analysis market opportunities and international business environment

3. Program and structure of the course

“Operational Management”

Number of content modules	Week	Number of hours							
		Full-time form				Part-time form			
		total	including			total	including		
			l	p	self.		l	p	self.
1	2	3	4	5	6	7	8	9	10
CONTENT MODULE 1 OPERATIONAL SYSTEM OF THE ORGANIZATION AND OPERATIONAL MANAGEMENT									
Topic 1. Operational management as a kind of functional management	1	12	2	2	8	-	-	-	-
Topic 2. Operational strategy	2	12	2	2	8	-	-	-	-
Topic 3. Operational system of the organization: structural and process characteristics	3	12	2	2	8	-	-	-	-
Topic 4. Production process	4	12	4	4	10	-	-	-	-
Topic 5. Organization of basic production. Types of production	5,6	18	4	4	10	-	-	-	-
TOTAL FOR CONTENT MODULE 1		60	14	14	42	-	-	-	-
CONTENT MODULE 2 CURRENT OPERATIONAL MANAGEMENT SYSTEMS									
Topic 6. Production strategy and competitiveness of the enterprise	7,8	14	4	4	6	-	-	-	-
Topic 7. Planning and projecting of the operational process at the enterprise.	9,10	14	4	4	6	-	-	-	-

Topic 8. Management of material resources	12	9	2	2	5	-	-	-	-
Topic 9. Product quality management	13	9	2	2	5	-	-	-	-
Topic 10. Operational performance management	14-15	14	4	4	6				
TOTAL FOR CONTENT MODULE		60	16	16	28	-	-	-	-
Course project (work) in Operational Management									
TOTAL HOURS		120	30	30	90	-	-	-	-

CONTENT MODULE 1

OPERATIONAL SYSTEM OF THE ORGANIZATION AND OPERATIONAL MANAGEMENT

Topic 1. Operational management as a type of functional management

The essence, sphere and organization of production activity of people. The relationship between the function of the organization and management. The concept of operational management and the evolution of its development. Goals and tasks, content, areas and objects of operational management. Operational management as a type of functional management. The process of implementation of operational management. Operations manager as a subject of operations management. The purpose and tasks of the operations manager. Spheres of decision-making and functions of the operational manager.

Functions of operational management: planning, forecasting, organization, motivation, control. Methods of operational management: organizational, administrative, economic, social and psychological. Development and use of effective methods in production and operational management. Principles of modern operational management.

Topic 2. Operational strategy

General characteristics of the content of the enterprise's operational strategy. Operational strategy in modern literature. The essence of operational strategy. Operational priorities. Main competitive priorities. Working framework of operational strategy in

production. Structure of operational strategy: from customer needs to order fulfillment. Key operational capabilities. Strategy implementation process.

Formation of product production strategy. Solutions for production facilities. Vertical integration. Strategies that determine the dynamics of production technology. Making strategic decisions on the scale of production of traditional and new products. A system of strategic measures for the use of production personnel. Production quality management. Solutions for the development of production infrastructure. Relations with suppliers and other cooperation partners. Distribution of finished products. Production management. Peculiarities of the service sector affecting operational strategy. The role of operations in ensuring competitiveness at the corporate level in the service sector. Process strategy development. Types of process strategies.

Topic 3. Operating system of the organization: structural and process characteristics

A systematic approach to operating system management. Basic principles of the system approach in operating system management. The operating system as an element of the organizational system. Operating systems as a special class of systems. Manufacturing enterprise as a complex dynamic system. The structure of the production system.

Operating system as a management object. Operating system as a set of interconnected subsystems. Characteristics of the processing subsystem. Structure and functions of the support subsystem: technical preparation of production; production maintenance; resource provision. Organization planning and control subsystem.

Hierarchy of the production system of the enterprise. The influence of the external environment on the construction and functioning of the system. Characteristic features of operational (production) systems. Typical structures of information transfer in operating systems depending on the type and construction. A complex of functional tasks that are solved by operating systems. Typical structures of hierarchical management in operating systems. Properties of operating systems. Special characteristics of operating systems that determine specific forms of production organization: openness; complexity; homeostasis; polystructurality; purposefulness; non-stationarity, etc.

Typology of operating systems. Characteristic features of the organization of production systems based on established single characteristics of production types. Classification of operating systems according to various characteristics. A two-dimensional approach to the classification of operating systems ("product-process" matrix). Characteristic features of project-type operating systems. Operating system of small-scale production type. Mass production operating system. An operating system with a continuous process. Requirements that modern operating systems must meet.

Topic 4. Production process

Concept of operational activity of the enterprise. The essence of the operational function. The main types of conversion. The composition of the main resources as input factors of operational activity. Model of the operating system in the general structure of the industrial enterprise. Resources as managed factors of production. Concepts used to measure resources: "bottleneck" ("insufficient resource"), "excess resource", "resource of limited capacity".

The operational (production) process of the organization as the basis of the functioning and development of the operating system. Technological operation. Stages of the production process. Classification of production processes. Types of production process depending on the method of organization. The main principles of the organization of production processes: differentiation, concentration and integration, specialization, proportionality, parallelism, directness, continuity, rhythmicity, automaticity, flexibility. Organization of the production process in space and time. Differentiation of the production process at the enterprise. Production structure of the enterprise. Forms of production organization: group (technological), subject and flow. Formation of production divisions of the enterprise.

Organizational and technical level of production. Methodology for calculating generalized, single and partial indicators of the organizational and technical level of enterprises. Technical level of objects and means of work. Technology level. The level of labor organization and production. The main ways of increasing the organizational and technical level of production.

Topic 5. Organization of the main production. Types of production

Operational planning systems. The essence of planning. Objects of planning decisions. The main tasks of internal company planning. The main types and types of plans. Basic principles of planning. Tactical planning. Current planning. Short-term plans. Operational plans. The sequence of development of short-term and operational plans in current planning. Production level planning options.

Content of operational management of production. Tasks of the operational production management subsystem. Operational calendar planning. Centralized operational control and operational control of the production process. General requirements for the operational management system.

Types of operational production management systems. Model of the general process of operational management of production. Characteristic features of the main types of operational management systems. Preliminary calculation of the production cycle. Operational accounting of production.

The essence, features and decision-making procedure in production management. Solutions in the field of production management. Decision-making needs. Stages of the decision-making process in production management. Modeling as a tool for substantiating and making management decisions. Types of models and their use. The essence and necessity of modeling Content of the model in relation to the problem. Types of basic models: algebraic, statistical, linear programming, queuing theory, inventory management, simulation models, payment matrix. The essence of forecasting. Forecasting the development of the enterprise. Basic principles of forecasting. Classification of forecasting methods.

CONTENT MODULE 2

CURRENT OPERATIONAL MANAGEMENT SYSTEMS

Topic 6. Production strategy and competitiveness of the enterprise

Economic strategy of the organization and the need for its development. The most significant features of the organization's strategy. The stages by which the strategy is developed. Strategic planning process. Formation of a strategic plan. Management survey. Stages of strategic planning.

Models for choosing options for the organization's economic strategy. Matrix of the Boston Consultative Group (BCG). Porter's competitive strategy model. Determination of Porter's analysis components. Mintzberg's model of strategy selection. Analysis of strategy according to Mintzberg.

The essence of production strategy. Strategy and tactics in operating system management. Production strategy. Criteria for the implementation of the strategic plan. Composition of strategy and tactics of operational management.

Topic 7. Planning and design of the operational process at the enterprise. Project management

Operating system design prerequisites. Interrelated aspects in the design of production systems: production, structural and organizational, efficiency aspect. Methodology for designing the operating system of a manufacturing enterprise. Characteristics of the general state of the operating system at the enterprise. Operational triangle.

Methodology for designing the operating system of a manufacturing enterprise. The main stages of the operating system design process. The main stages of the product design

process. Factors to consider when designing a service. Designing the process of production of products or provision of services. Tools that are most widely used in process planning.

The essence of the project approach to organization management. A project as a sequence of interrelated operations. Main characteristics of the project. Classification of projects.

Project approach. Project management. Project management rules. Project planning. Post-operative list of works. Structure of project work. Qualitative development of the project work structure. The main characteristics, signs, advantages and disadvantages of a separate project. The structure, advantages and disadvantages of a functional project. The classic matrix organizational form of structures, its advantages and disadvantages. Network planning methods: advantages and disadvantages. The concept of a network graph. The most famous methods of drawing up a network graph. Project cost planning. Project estimate.

Topic 8. Management of material resources

The main motives for creating material reserves. Classification of enterprise stocks. The main functions performed by reserves: protection of prices from inflation; cost management using a discount; accumulation. "Pulling" and "pushing" operational control systems. System of operational calendar planning. Just-in-time (JIT) manufacturing systems: positive and negative features. Inventory management systems and their main types. The essence of inventory management. Inventory management system. Parameters of the inventory management system. Technological systems of inventory management: with a fixed order size; with a fixed periodicity of the order; with the established periodicity of stock replenishment to the established level; "Maximum-minimum" system.

Inventory management systems with independent demand. The difference between dependent and independent demand. Models of inventory management systems - a model with a fixed volume (Q-model). Model with a fixed period (periodic model, periodic control model (P-model)). Inventory management with dependent demand. Material Requirements Planning and Manufacturing Resource Planning systems.

Topic 9. Product quality management

The problem of product quality at the current stage. A brief overview of the origin and development of quality management. Concept, meaning and factors of product quality assurance. Political, social, economic, scientific and technical and organizational aspects of the problem of quality. Property groups and quality indicators. The most common criteria

characterizing the concept of quality. Factors affecting product quality: technical, organizational, economic and subjective.

Basic approaches to quality management. Content of quality management. Composition of quality management functions. Functional scheme of product quality management ("quality loop"). Development of policy in the field of quality. Goals in the field of quality. Quality planning as a component of quality management. Quality control.

Concept of quality system. Quality assurance system. Quality management. Organizational and methodological foundations of modern quality management systems. Quality standards. Basic principles of the concept of total quality management (TQM). The fundamental principles on which TQM is based. The use of TQM in the field of education and science, health care, restaurant service.

Topic 10. Management of the effectiveness of operational activity

Productivity of operational activity as a measure of the effectiveness of operational management. Enterprise productivity. The purpose of enterprise productivity management. Productivity in a broad sense. A general approach to determining productivity. Internal performance. The role of external productivity. Components of production system productivity regulation. Performance measurement. Groups of performance meters. Types of productivity meters: partial-factorial, multi-factorial and aggregate-factorial. The main problems that are related to performance measurement.

Performance indicators of operating systems. Indicators that evaluate the effectiveness of the functioning of the operating system: efficiency, economy, quality, profitability (profitability), productivity, quality of working life and the introduction of innovations. Interrelationship between performance evaluation indicators of the production system.

Modeling of the operating system performance management process. Management of the operating system according to performance criteria. Objective assessment of productivity (a function of the control process). Components of the operating system performance management process: planning, organization, management, control and regulation. A typical model of the performance management process.

Ways to improve the performance of the operating system. Productivity cycle. Improving the productivity of communication systems.

4.Seminar topics (N/A)

№	Topic title	Number of hours
1		

2		
...		

5. Practical class topics

№	Topic title	Number of Hours
1	Topic 1. Operational management as a kind of functional management	3
2	Topic 2. Operational strategy	3
3	Topic 3 Operational system of the organization: structural and process characteristics	3
4	Topic 4. Production process	3
5	Topic 5. Organization of basic production. Types of production	3
6	Topic 6. Production strategy and competitiveness of the enterprise	3
7	Topic 7. Planning and projecting of the operational process at the enterprise	3
8	Topic 8. Management of material resources	3
9	Topic 9. Product quality management	3
10	Topic 10. Operational performance management	3
Total:		30

6. Laboratory class topics (N/A)

№	Topic title	Number of hours
1		
2		
...		

7. Independent works topics

№	Topic title	Nuber of Hours
1	Topic 1. Operational management as a kind of functional management	9
2	Topic 2. Operational strategy	9
3	Topic 3 Operational system of the organization: structural and process characteristics	9
4	Topic 4. Production process	9
5	Topic 5. Organization of basic production. Types of production	9
6	Topic 6. Production strategy and competitiveness of the enterprise	9
7	Topic 7. Planning and projecting of the operational process at the enterprise	9
8	Topic 8. Management of material resources	9
9	Topic 9. Product quality management	9
10	Topic 10. Operational performance management	9
Total:		90

8. Samples of control questions, tests for assessing the level of knowledge acquisition by students

8.1. Control questions:

1. Formation of target management of the enterprise
2. Theoretical principles of increasing the competitiveness of the enterprise in domestic and foreign markets
3. Methodological bases of personnel management of the enterprise
4. Creating a favorable socio-psychological climate in the enterprise
5. Fundamentals of information management in modern enterprises
6. Theoretical foundations of the enterprise management system
7. Theoretical and methodological foundations of enterprise cost management
8. Methodological bases of information management at the enterprise
9. Theoretical and methodological foundations of human resource management of the enterprise
10. Theoretical and methodological aspects of labor productivity
11. Fundamentals of communication interaction of structural units of the enterprise
12. Theoretical foundations of innovation management

13. The use of information technology in enterprise management
14. Theoretical aspects of information and analytical resources of the Internet in enterprise management
15. Basics of the process of motivation of staff work
16. Methodological bases of personnel turnover management at the enterprise
17. Theoretical principles of forming an effective personnel management system at the enterprise
18. Formation of the motivational mechanism at the enterprise
19. Investment policy of the enterprise in market conditions
20. Fundamentals of modeling inventory management of the enterprise
21. Basics of determining the effectiveness of the enterprise
22. Theoretical aspects of substantiation of measures to reduce production costs
23. Theoretical foundations of the production program on the basis of marketing research
24. Logistics as a basis for sales process management in the enterprise
25. Theoretical foundations of quality management in the enterprise
26. Theoretical and methodological foundations of situational management
27. The image of the modern leader as an element of the management system of the organization
28. Theoretical and methodological aspects of studying of personnel structure at the enterprise

8.2 Tests:

1. Formation of an effective management system of operations in production is:
 - A) the purpose of operational management;
 - B) the subject of operational management
 - C) the main task of operational management;
 - D) the object of operational management
 ANSWER: A
2. Operations in various spheres of human activity are:
 - A) the purpose of operational management;
 - B) the subject of operational management;
 - C) the main task of operational management;
 - D) the object of operational management
 ANSWER: D
3. Construction of management systems that ensure the implementation of the necessary actions and procedures to obtain a market result from the operation of any operational system is:
 - A) the subject of operational management;
 - B) the object of operational management;
 - C) the main task of operational management
 - D) the focus of operational management
 ANSWER: C

4. Efficiency and rationality in the management of any operation are:

- A) the subject of operational management;
- B) the object of operational management
- C) the main task of operational management
- D) the focus of operational management

ANSWER: D

5. Regularities of planning, creation and effective use of the operational system of the organization are:

- A) the subject of operational management;
- B) the object of operational management;
- C) the main task of operational management;
- D) the focus of operational management

ANSWER: A

6. Which of the following definitions does not reflect the essence of "operational management"?

A) it is an activity related to the management of the process of converting input values into output results

B) it is management of all activities related to the deliberate transformation (transformation) of materials, information or customers;

C) this activity is associated with continuous planning and control of the operational process, the result of which is the products of the company (firms, organizations, institutions, enterprises, etc.);

D) it is an activity related to the development, use and improvement of production systems on the basis of which the main products or services of the company (firms, organizations, institutions, enterprises, etc.) can be produced.

ANSWER: C

7. Which of the concepts is broader in the context of operational management - "production" or "operation" and why?

A) the term "operation" is an integral part of production management and therefore it is narrower than the term "production"

B) the term "operation" is much broader than the term "production" because the term "operation" includes not only the production of goods but also the provision of services

C) the term "operation" is used only in the field of services and is therefore a narrower concept;

D) the term "production" is broader than the term "operations" because it is used when referring to production processes

ANSWER: B

8. In operational management the following operations are distinguished as activities:

- A) production, supply, supply, service
- B) service, production, sales, promotion;
- C) production, supply, transportation, service;
- D) production, promotion, transportation, service.

ANSWER: C

9. The set of actions (rules) to solve the problem is:

- A) methods of operational management;
- B) the essence of the concept of "algorithm";
- C) the direction of operational management;
- D) the process of operations management

10. ANSWER: B

"Operational management" is:

A) all activities related to the intentional transformation (transformation) of materials, information or customers;

B) organizational formation, functioning in the market in the system of productive forces and production relations, in which there is a direct union of labor with the means of production;

C) all types of activities related to the purposeful impact on objects, systems in order to maintain their sustainability or transfer from one state to another in order to achieve certain goals;

D) planning, organization, control of all activities related to movement, warehousing, which ensure the passage of material flows

ANSWER: A

Oriented topics of coursework

1. Formation of production strategy.
2. Management of the organization's competitiveness.
3. Management of production facilities at the enterprise.
4. Operational management and dispatching of production.
5. Management of the operational control system at the enterprise.
6. Organization productivity management.
7. Project management.
8. Procurement management. Procurement "Exactly and on time".
9. Management of material and technical support.
10. Supply chain management.
11. Inventory management.
12. Management of marketing and sales activities.
13. Product quality management.
14. Production system "Exactly and on time".
15. Placement of production and service facilities.
16. Statistical methods of quality management.
17. Strategic capacity planning.
18. Operational strategy and competitiveness.
19. Queue management. Mass service system.
20. Models in production management.
21. Service design and service process selection.
22. Linear programming in production management.
23. Location of equipment and layout of premises.
24. Demand and its forecasting.

25. Technical and service maintenance.
26. Calendar production planning.
27. Total quality management and quality certification.
28. Productivity and quality of services.
29. Management of the personnel potential of the organization.
30. Improvement of the corporate management system at the enterprise.
31. Improvement of the planning and forecasting system at the enterprise

7. Teaching methods

Modern requirements for the training of investment management professionals include the acquisition of basic practical skills in the application of project management, mastering the basics of methodology, technology and mastery of methods of formation, monitoring and control, management decisions at national, regional and local levels. public sphere, from the standpoint of general civilizational values, world experience and understanding of scientific achievements.

The following educational technologies and means are used to activate the process of students' learning during the study of the discipline:

- the material is clearly structured at lectures; students' attention is focused on problematic issues; specific examples of practical application of the acquired knowledge are given; students are encouraged to critically perceive new material instead of passive annotation; visual materials, schemes, tables, models, graphs are used; technical teaching aids are used: multimedia projector, slides, etc .;

- various educational technologies are introduced in practical classes: performance of practical tasks by appropriate software; analysis, interpretation and discussion of the obtained results; brain storm; presentations; work in small groups; written control of knowledge; individual and group survey; cross-checking of tasks with the subsequent argumentation of the given assessment, etc.

Mandatory elements of intensification of students' educational work are clear control of students' attendance, encouragement of educational activity, fair differentiation of grades.

Lesson planning involves the creation of prerequisites for the implementation of the following methodological principles of the educational process:

- intensive use of independent student work (preparatory stage for the implementation of practical tasks and interpretation of the results);

- active use of software to perform practical tasks;

- compliance with strict regulations: determining the time for individual work and discussion of the results;

- introduction of the principle of rationing: observance of norms and rules at performance of test tasks and practical tasks;

- active support of intra-group interaction of students, involvement in the implementation of practical tasks and discussion of the results.

8. Forms of assessment.

The form of control of students' knowledge in the discipline "Business Finance" is an exam.

9. Determination of students' rating

Assessment of student knowledge is on a 100-point scale and is translated into national assessments according to "Regulations on examinations and tests in NUBiP of Ukraine" (order of entry into force of 26.04.2023 Protocol № 10)

Student rating, points	National assessment based on the results of the compilation	
	exams	tests
90-100	Excellent	Credited
74-89	Good	
60-73	Satisfactory	
0-59	Unsatisfactory	Not credited

To determine the rating of the student (listener) for mastering the discipline RDIS (up to 100 points) the obtained rating for certification (up to 30 points) is added to the rating of the student (listener) for academic work Rew (up to 70 points): $RDIS = Rew + RAT$.

10. Educational and methodical support

1. Educational and methodical complex of studying the discipline "Business finance" (working program of the discipline, course of lectures, illustrative materials).

10. Educational and methodological support

This work program of academic discipline, a summary of lectures, plans of seminars and practical classes, tasks for independent work, express control, tasks for final control.

11. Recommended sources of information

Basic

1. Alekseieva K.A., Vlasenko T.O. Educational and methodology guide to the educational practice «Operational management» for students of specialty 073 «Management», Academic Degree «Bachelor». Kyiv: NULES of Ukraine. Electronic edition. 2022. 110 p. URL: https://nubip.edu.ua/sites/default/files/u317/2022_npm_om_navchalna_praktika_angl.pdf

5. Shynkaruk L., Alekseieva K., Vlasenko T. Operational management. NULES of Ukraine. 2021. 244 p. URL: https://nubip.edu.ua/sites/default/files/u317/2021_nmp_om_shin_alek_vlas.pdf

6. Operational management. ЕНК на освітній платформі Elearn. URL: <https://elearn.nubip.edu.ua/course/view.php?id=3815>

Additional:

1. Project management: study guide for students of the specialty 073 "Management". Shynkaruk L.V., Dielini M.M., Alekseieva K.A., Artiukh T.O., Sukhanova A.V.. Kyiv: NULES Ukraine, 2023. 318 p.

2. Шинкарук Л.В., Деліні М.М., Суханова А.В., Алексеєва К.А. Управління бізнес-проектами: навчальний посібник зі спеціальності 073 "Менеджмент". Київ: НУБіП, 2021. 325 с. URL: https://nubip.edu.ua/sites/default/files/u317/2021_posibnik_ubp.pdf

Internet resources

1. Бізнес-ідеї: проекти для бізнес-покнсультантів. URL: <https://mind.ua/publications/20203443-biznes-ideyi-proekti-dlya-biznes-konsultantiv>

2. Топ-200 найперспективніших та кращих бізнес-ідей у 2020 році з урахуванням карантину та коронавірусу. URL : <https://neoseo.com.ua/uk/top-101-samyh-perspektivnyh-biznes-idey-v-2018-godu>.

3. Постановка цілей по SMART. URL : <https://goal-life.com/uk/smart-cil>

4. Розробка бізнес-плану за міжнародними стандартами. URL : <https://pro-consulting.ua/ua/services/sostavlenie-biznes-plana-po-standartam-unido>

5. З чого почати бізнес – вибір організаційно-правової форми. URL: <https://www.olans.com.ua/z-chogo-pochati-biznes>

6. Вибір системи оподаткування. URL: <http://firstconsulting.com.ua/resources/putivnyk-pidpriemtsia/124-ukrainian/putivnyk-pidpriemtsia/biznes-z-nulia/261-vybir-systemy-opodatkuvannia>

7. Як і для чого пишуть виробничий план проекту. URL: <http://monetary-flow.com/yak-dlya-tchogo-pishuty-virobnitchiy-plan-proektu/>.

8. Як написати маркетинговий план для бізнес-плану. URL: <http://monetary-flow.com/yak-napisati-marketingoviy-plan/>

9. Основи маркетингової стратегії. URL: <https://leosvit.com/art/osnovy-marketyngovoyi-strategiyi>

10. Розробка маркетингової стратегії. URL: <https://koloro.ua/ua/razrobotka-marketingovoj-strategii.html>.

11. Вибір цільового ринку. URL: <http://marketing-helping.com/konspekti-lekcz/21-konspekt-lekczj-qosnovi-marketinguq/391-vibr-czlovogo-rinku.html>

12. SWOT-аналіз. URL : <https://lanet.click/swot-analiz/>