

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



**SYLLABUS OF THE ACADEMIC DISCIPLINE
«Small and medium business management»**

Specialty: **D3 Management**
Educational level: **first (bachelor's) level**
Educational program: **Management**

Kherson Institute of MAUP 2025

General information about the academic discipline

Name of the academic discipline	Small and medium business management
Code and name of specialty	D3 "Management"
Level of higher education	First (bachelor's) level of higher education
Discipline status	selective
Number of credits and hours	3 credits / 90 hours. Lectures: 20 Seminar classes: 14 Independent work of students: 56
Terms of studying the discipline	semester
Language of instruction	Ukrainian
Type of final control	test
Discipline page on the website	https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026

General information about the teacher. Contact information.

Academic degree	
Academic title	
Position	
Disciplines taught by the NPP	
Areas of scientific research	
Links to identifier registries for scientists	
Teacher contact information:	
Email:	
Contact phone number	
Teacher's portfolio on the website of the department / institute / academy	https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026

Course abstract. Course "**Small and Medium Business Management**" is aimed at developing in students a systematic understanding of the principles, methods and tools of managing small and medium-sized businesses in modern market conditions. The course examines the features of the functioning of SMEs, the organization of entrepreneurial activity, strategic and operational management, financial planning, marketing, personnel management, innovation and risk management.

Special attention is paid to practical aspects of business management, managerial decision-making, development of entrepreneurial thinking and business adaptation to changes in the external environment. The course combines theoretical knowledge with the analysis of cases and practical situations, which allows you to form the competencies necessary for the creation, development and effective management of small and medium-sized enterprises.

The subject of the academic discipline is a system of management relations, processes, methods and tools for managing the activities of small and medium-sized enterprises, aimed at ensuring their effective functioning and sustainable development in a market economy.

The purpose of the academic discipline "Small and Medium Business Management": acquisition of knowledge, skills and practical skills necessary for the performance of management functions regarding the organizational and economic mechanism of the functioning of small business entities. To achieve the goal when studying the academic discipline, it is necessary to solve the following tasks: study of methods of analysis and planning of the main economic and socio-economic indicators that characterize the activities of small and medium-sized business entities; - development of independence of thinking and interpretation when assessing the results of the financial and economic activities of small and medium-sized business organizations; mastering the basics of managing the economic activities of small and medium-sized business organizations and substantiating proposals for their improvement, taking into account the criteria of socio-economic efficiency, risks and possible socio-economic consequences; study of the regulatory and legal framework of state regulation and support of small and medium-sized business organizations; - acquisition of skills to apply the knowledge gained in conditions that simulate professional activity.

Objectives of the academic discipline: to form theoretical knowledge among students about the essence, principles and features of small and medium-sized business management; to introduce them to the organizational and legal forms of functioning of small and medium-sized enterprises; to develop skills in strategic and operational management of SME activities; to form the ability to make informed management decisions in conditions of uncertainty and risk; to provide practical knowledge in financial planning, marketing and personnel management in small and medium-sized businesses; to promote the development of entrepreneurial thinking, initiative and management competencies.

Prerequisites for the academic discipline: study of disciplines "Management", "Organization Theory", "Personnel Management", "Operations Management", "Economic Analysis".

Postrequisites of the academic discipline. The knowledge, skills and abilities acquired during the study of the discipline "Small and Medium Business Management" are the basis for further mastering the following academic disciplines: "Strategic Management", "Entrepreneurship and Business Planning", "Financial Management", "Personnel Management", "Marketing", "Innovation Management", "Anti-Crisis Management".

The obtained learning outcomes are also used when completing coursework and qualification work, completing internships, and in professional activities in the field of small and medium-sized businesses.

The academic discipline ensures the formation of general and special competencies by students and the acquisition of learning outcomes defined by the educational and professional program "Management", namely:

Ability to solve complex specialized tasks and practical problems, characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences

General competencies	GC 1. The ability to exercise one's rights and obligations as a member of society, to realize the values of civil (democratic) society and the need for its sustainable development, the rule of law, and the rights and freedoms of man and citizen in Ukraine. GC 4. Ability to apply knowledge in practical situations. GC 5. Knowledge and understanding of the subject area and understanding of professional activity.
-----------------------------	--

	GC 8. Skills in using information and communication technologies. ZK 11. Willingness to adapt and act in a new situation. GC 12. Ability to generate new ideas (creativity). GC 13. <u>Appreciation and respect for diversity and multiculturalism.</u>
Special competencies	SK 1. Ability to identify and describe the characteristics of an organization. SK 2. The ability to analyze the results of the organization's activities, compare them with the factors influencing the external and internal environment. SK 3. Ability to determine the prospects for the development of the organization. SK 5. The ability to manage an organization and its divisions through the implementation of management functions. SK 6. Ability to act socially responsibly and consciously. SK 7. Ability to select and use modern management tools. SK 9. Ability to work in a team and establish interpersonal interaction when solving professional tasks. SK 10. Ability to evaluate work performed, ensure its quality, and motivate the organization's personnel. SK 11. Ability to create and organize effective communications in the management process. SK 12. Ability to analyze and structure organizational problems, and formulate sound decisions. SK 14. Understand the principles of psychology and use them in professional activities. SK 15. Ability to develop and demonstrate leadership qualities and behavioral skills. SK 16. Ability to innovate in conditions of uncertainty and risk in the external environment. SK 18. Ability to maintain a high level of organizational culture and a reliable reputation of the organization in the market environment
Learning outcomes	PH 8. Apply management methods to ensure the effectiveness of the organization's activities. PH 12. Evaluate the legal, social, and economic consequences of the organization's operations. PH 18. Develop business development plans and manage their implementation. RN 19. Choose local, promising, innovative niches in the market for the development of small businesses

Content of the academic discipline (full-time education)

No.	Topic name	Number of hours, of which:			Teaching methods/assessment methods
		Lectures	Seminar/Practical classes	Independent work	
CONTENT MODULE 1. Theoretical foundations of small and medium-sized businesses.					Teaching methods: To achieve the educational goal and the predicted program results, the main traditional and interactive teaching methods, the latest technologies are used. Teaching methods: – verbal methods (lecture, discussion, conversation, consultation, etc.); – practical methods (practical work); – visual methods (presentations of the results of completed tasks, illustrations, video materials, etc.); – work with information resources: with educational and methodological, scientific, regulatory literature and Internet resources; – computer-based learning tools (online courses - resources, web-conferences, webinars, etc.); – independent work on an individual task or according to the program of the academic discipline. INDS can be performed using the results of informal learning within the course topic. For example, using the platform Action. Education. The result that is credited as INDS is the corresponding certificate Evaluation methods: oral control (oral questioning, evaluation of participation in discussions, other interactive learning methods); written
Topic 1.	The essence and role of small and medium-sized businesses in the economy	2	2	5	
Topic 2.	Modern forms of organization of small and medium-sized businesses	2	2	5	
Topic 3.	Organization of activities of small and medium-sized businesses	2	2	6	
Topic 4.	State policy for the development of small and medium-sized businesses	2		6	
Topic 5.	Self-government in small and medium-sized businesses	2	2	6	
CONTENT MODULE 2.Features of management in small and medium-sized businesses.					
Topic 6.	Entrepreneurial ideas and methods of their implementation.	2		6	
Topic 7.	A business plan as a form of presenting a business idea.	2	2	6	
Topic 8.	Fundamentals of managing small and medium-sized enterprises.	2	2	5	
Topic 9.	Functional areas of SME management.	2		6	
Topic 10.	Analysis of business processes in small and medium-sized enterprises.	2	2	5	

					control (tests, independent work, analytical tasks, essays); test control (closed-form tests: test-alternative, test-correspondence, tasks for data and model analysis); method of self-control and self-assessment; case study evaluation; evaluation of project and laboratory work (modeling of economic processes, forecasting).
Modular test					
Total:		20	14	56	
Form of control: credit					

Technical equipment and/or software. The educational process uses classrooms, a library, a multimedia projector and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to information from the World Wide Web, which is provided by a free Wi-Fi network.

Forms of control methods.

Monitoring the progress of students is divided into current and final (semester).

Current control carried out during practical and seminar classes. Its purpose is to systematically check:

- understanding and mastering the theoretical foundations of economic processes;
- the ability to apply knowledge to build models and analyze economic data;
- skills in diagnosing and forecasting economic processes;
- using specialized software for modeling and processing statistical data.

Forms of student participation in the educational process, which are subject to current control:

- speeches and presentations on the analysis of economic processes;
- oral reports on the analysis of economic cases;
- addition, question to the person answering;
- systematic work in seminar classes and activity during discussions;
- participation in discussions, brainstorming, interactive forms of classes;
- analysis of economic data, statistical indicators, economic and mathematical models;
- written assignments (tests, tests, analytical and abstract papers);
- preparation of abstracts, theses, analytical notes;
- independent study of discipline topics and lecture materials.

Current control methods:

- oral control (survey, conversation, report, message);
- written control (test work, analytical report, essay, completion of tasks for building models or processing statistics);
- combined control (oral and written combination to assess understanding and practical skills);
- presentation of independent work or case analysis;
- monitoring activity and participation in practical classes;

- test control (closed and open tasks, analysis of graphs and models);
- working with problem situations (analytical cases, scenario modeling of economic processes).

Assessment system and requirements.

Table of points awarded to higher education students*

Topics	Ongoing knowledge assessment										Final control		Total points
											Modular test	Credit**	
	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	20	20*	100
Work in a seminar class	3	3	3	3	3	3	3	3	3	3			
Independent work	3	3	3	3	3	3	3	3	3	3			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

When assessing the mastery of each topic for current educational activities, the student is given grades taking into account the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the Assessment of Academic Achievements of Students of Higher Education at PJSC "Higher Education Institution "MAUP".

Module control is carried out in the last lesson of the module in written form, in the form of testing.

Assessment criteria for the modular test in the academic discipline "Small and Medium Business Management":

When assessing a module test, the volume and correctness of the tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);

- a grade of "good" (B) is given for completing 80% of all tasks;

- a grade of "good" (C) is given for completing 70% of all tasks;

- a grade of "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;

- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;

- an "unsatisfactory" (FX) grade is given if less than 50% of the tasks are completed.

Failure to appear for a module test - 0 points.

The above scores are converted into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the discipline "Small and Medium Business Management" is a mandatory form of assessing student learning outcomes. It is conducted within the time frame specified in the curriculum and covers the scope of material specified in the course program.

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

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

Students who have completed all required assignments and received a score of 60 points or higher receive a grade corresponding to the grade received without additional testing.

For students who have completed all the required tasks but received a score below 60 points, as well as for those who wish to improve their score (result), the teacher conducts a final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

Assessment of additional (individual) types of educational activities. Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activities include the participation of applicants in scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc. in excess of the tasks established by the relevant work program of the academic discipline.

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

Assessment of independent work

The total number of points received by a student for completing independent work is one of the components of academic success in the discipline. Independent work on each topic, in accordance with the course program, is evaluated in the range from 0 to 3 points using standardized and generalized knowledge assessment criteria.

Assessment scale for independent work (individual assignments) assessment criteria.

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

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparing summaries of independently studied topics; testing or written exams; preparing draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activity at a high level.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is used.

Final assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment
---	-----------------	---------------------------

		for exam, course project (work), practice	for credit
90 – 100	A	perfectly	Enrolled
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	not accepted with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	not passed with mandatory re-study of the discipline

Course policy.

To successfully complete the course "Small and Medium Business Management", the student must:

- regularly attend lectures and practical classes;
- work systematically, systematically and actively in lectures and practical classes;
- make up for missed classes or unsatisfactory grades received in classes;
- to fully perform the tasks that the teacher requires to prepare, their quality is appropriate;
- perform control and other independent work;
- adhere to the norms of academic conduct and ethics.

The course "Small and Medium Business Management" involves mastering and adhering to the principles of ethics and academic integrity, in particular, focusing on preventing plagiarism in any of its manifestations: all works, reports, essays, abstracts and presentations must be original and authorial, not overloaded with quotations, and must be accompanied by references to primary sources. Violations of academic integrity are considered to be: academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

List of questions for self-control and final control of educational activities student achievements

1. Internal and external sources of financing for SMEs. Forms of financing for SMEs (clustering, franchising, subcontracting).
2. State policy of supporting small businesses, stages of formation
3. Voluntary associations of business structures
4. The economic basis of joint ventures in SMEs.
5. Life cycle of organizations in SMEs. Organizational culture in SMEs.
6. Objectives of the state SME support program.
7. The importance of small business in the economy of developed countries. Formulation and implementation of the company's strategy. Organizational design in small and medium-sized businesses.
8. External environment of SMEs.
9. Foreign economic activity of small businesses.
10. Investment decisions in SMEs. Entrepreneurial risks in SMEs.
11. European Union Initiative "EU4Business": access to finance, access to markets, access to knowledge. European Investment Bank loan programs.

12. Information support for SMEs. International programs for the development and support of small and medium-sized businesses.
13. Human resources and security of SMEs.
14. Control in small and medium-sized businesses. Information exchange system in small and medium-sized businesses.
15. Management of small and medium-sized businesses as a type of professional activity. The essence, content, subject and object of managerial work in small and medium-sized businesses
16. Microbusiness: essence and characteristics.
17. Regulatory and legal requirements for SMEs. State registration of SMEs.
18. Characteristics of a manager's activities. Areas of management in small and medium-sized businesses.
19. Organizational development of SMEs: concepts, methods, directions. Overcoming resistance to change. Termination of SME activities.
20. Organizational forms of small and medium-sized businesses. Small and medium-sized business environment.
21. Main types of activities in the SME sector.
22. Peculiarities of establishing enterprises of various forms of ownership. Requirements for authorized capital.
23. Patenting and licensing in SMEs.
24. Entrepreneurial ideas and methods of their implementation.
25. Planning the activities of small and medium-sized businesses. System of business organization plans.
26. Making management decisions: prioritizing tasks. Basic requirements for making and implementing a management decision.
27. Trade unions and small businesses in Ukraine.
28. Registration of enterprises of various forms of ownership.
29. Managerial roles in small and medium-sized businesses. Requirements for managers.
30. The role of the state in creating a favorable environment for the development of small and medium-sized businesses.
31. Forms of state support for small and medium-sized businesses.
32. The role of SMEs in the national economy
33. The role of business self-government organizations in a market economy.
34. Management style and methods in small and medium-sized businesses. Features management of small and medium-sized businesses.
35. The essence and necessity of state support for small and medium-sized businesses. Directions of state policy in the field of small and medium-sized business development.
36. The essence and socio-economic significance of small and medium-sized businesses in the economy. Economic and legal definition of small and medium-sized businesses.
37. Sole proprietorship as an organizational form of small business.
38. Franchise as a way of organizing your business.

Recommended sources of information.

Main literature:

1. Pochenchuk G. Management in small business. Organizing your own business: a manual: edited by Ph.D. in Economics Tkach E.V. Chernivtsi: Chernivtsi National University named after Yu. Fedkovych. 2023. P. 91-102.
2. Kraus N., Kraus, K., Pochenchuk G. Women's entrepreneurship: risks, tools support, implementation mechanisms. Innovation and Sustainability. 2023. No. 2. P. 46–59.
<https://doi.org/10.31649/ins.2023.2.46.59>.

3. Pochenchuk G.M., Babukh Y.Yu. Digital trends in the development of small and medium-sized businesses.

Mathematical methods, models and information technologies in economics. Materials VIII

International Scientific and Methodological Conference. Chernivtsi: Chernivtsi National University named after Yu.

Fedkovich, 2023. P.128-130. URL: <https://archer.chnu.edu.ua/xmlui/handle/123456789/6845>

4. Pochenchuk G.M. Financial instruments for the development of small and medium-sized businesses.

Financial instruments for sustainable economic development: materials of the V international scientific and practical conference (April 27, 2023). – Chernivtsi: Chernivtsi National University, 2023.

5. Big Small: The World Relies on SMEs for Economic Recovery. URL: <https://business.ua/uk/node/11188>

6. Kraus K. M. Internal organizational measures to improve marketing management Small Enterprises of the Trade Sector of Ukraine. Effective Economy. 2016. 11. P. 45-49. URL: <http://www.economy.nayka.com.ua>.

7. Kuznetsova, I. O., Sokurenko, I. A. Stages of the life cycle of a small enterprise: characteristics and specifics of making management decisions. Bulletin of social and economic research: collection of scientific works. 2019. No. 1 (69). pp. 179–188.

8. Business organization in Ukraine: legal forms: URL <https://www.victorija.ua/dovidnik/orhanizatsiya-biznesu-v-ukrayini-pravovi-formy.html>

9. Fundamentals of Entrepreneurship: Textbook / under the general editorship of N.V. Valinkevich. Zhytomyr: ZhDTU, 2019. 493 pp., p.16

Auxiliary

1. Atamas P.Yu. Accounting and taxation of small businesses. URL: http://pidruchniki.ws/12250719/buhgalterskiy_oblik_ta_audit/nedoliki_malogo_biznesu

2. Brezhneva-Yermolenko O.V. The Intellectual Component in the Structure of Elements of the New Economy. Current Problems of Economics. 2010. No. 3(105). P.4-12.

3. Varnalii Z.S. Small Business: Fundamentals of Theory and Practice. Kyiv: Publishing House "Knowledge", KOO. 2005. 302p.

4. Vasyltsiv T.G. Economics of a small business: Textbook. K., 2013. 446 p.

5. State Service of Ukraine for Regulatory Policy and Entrepreneurship Development. URL: <http://www.dkrp.gov.ua>.

6. Dykan V. L. Ukraine in the global microsystem: features and consequences of state economic policy. Bulletin of the Economy of Transport and Industry. 2017. Issue 59. Pp. 11-19

7. Dykan O. V. Small business development in Ukraine: problems and ways of ensuring it. Bulletin

Economics of Transport and Industry. 2017. No. 57. P.58-66.

8. Zhygir A.A. The essence of entrepreneurship and factors of its economic development. Investments: practice and experience. 2015. No. 20. P.28-33, P.30

9. Koreshkov V., Kusakin M., Osmola I. Integrated management systems of organizations. Features, problems and solutions. Standardization, certification, quality. 2007. No. 1. pp. 54-61.

10. Krasota O. V. Small Business: Economic Essence and Role in Overcoming the Crisis. Bulletin of the Taras Shevchenko National University of Kyiv. Series "Economy".

2010. Issue 117. P. 37–40.

11. Kuzmin O., Petryshyn N., Syrotynska N. A new paradigm for building management systems. Scientific Bulletin. "Democratic Governance" Issue 6. 2011. P.38-44.
12. Lymar O.F. Quantitative and qualitative characteristics of small business entities in the countries of the European Union. Bulletin of the Zhytomyr National Agroecological University: scientific and theoretical collection. 2011. No. 2 (29). Vol. 2. P. 149-156.
13. Lipchuk V. V., Korobka S. V. Praxeological principles of small enterprise management in modern conditions. Collection of scientific works. Economic sciences. Series "Economics and Management". Lutsk National Technical University. 2010. Issue 7 (26). Part 2. P.112-117.
14. Ostapchuk O.V. Method of compromise choice of optimal organizational structure. Bulletin of Khmelnytsky National University. Economic Sciences. 2017. No. 3, Vol. 1. P. 88-91.
15. Tax Code of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/2755-17#Text>
16. Polovian O.V., Petrenko K.G. Fundamentals of small business management. Current economic problems. 2009. No. 6 (96). P. 131-135.
17. Polyakova O.M. Social responsibility of small business as its competitive advantage. Bulletin of transport and industry economy. 2017. Issue 60. Pp. 33-39.
18. Sinitsyna G.A., Rachkovan O.D. Fundamentals of business and entrepreneurial activity: abstract lectures. Kharkiv: KhDUHT. 2019. 93 p.
19. Skibitska L. I. Management of entrepreneurial activity. Book one: Business organization. Textbook. Kyiv: Condor, 2010. 820 p.
20. Tabinsky V.A. Problems and prospects for the development of small business in Ukraine. Young scientist. 2017. No. 3 (43). P. 848-851.
21. Tolstova A.V. Problems of small business development in Ukraine. Bulletin of the Economy of Transport and Industry. 2017. Issue 60. Pp. 55-62.
22. Frolova N.L. Analysis of state policy in the field of small and medium-sized business development in Ukraine. Bulletin of the Economy of Transport and Industry. 2017. Issue 60. Pp. 62-71.

Information resources

1. Small and medium-sized business support programs at the state level. URL: <https://www.me.gov.ua/Documents/Detail?lang=uk-UA&id=fd7fb228-3d3c-43d6-a9a5-34eea3e04718&title=PidtrimkaMalogoISerednogoPidprimnitstvaNaDerzhavnomuRivni>
2. Portal for entrepreneurs. URL: <https://sme.gov.ua/>
3. Analytical documents on the state of SMEs. URL: <https://www.sme.gov.ua/analytics>
4. Information materials on the state and development of small and medium-sized businesses. URL: <https://www.me.gov.ua/Documents/Detail?lang=uk-UA&id=5f43eb87-a668-4ea4-9db3-b46a02c5a782&title=StatistichniTaInformatsiniMaterialiSchodoStanuTaRozvitkuMalogoISmiddleenterprise>