

**ALFRED NOBEL UNIVERSITY, DNIPRO**

**STUDY PROGRAMME  
BUSINESS ADMINISTRATION (Master's degree)**

**COURSE CATALOGUE**

**2020-2021academic year**

**Dnipro 2020**

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<b>BUSINESS ECONOMICS</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/14 weeks, 40 hours in class	4 / Mandatory	Anatolii Terebii, Lecturer, MBA, Practitioner	120 hours (20 h. lectures, 20 h. seminars / practicals, 80 h. self- study time)
<b>Course aims:</b> Students will gain the ability to analyze data about business processes; occurring in industrial and commercial systems business; make management decisions, perform complex economic calculations for the effective implementation of economic activity at the enterprise level				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) identify economic problems based on analysis of specific situations, suggest methods for their solution and evaluate the expected results;		Lecture, internet search, analysis of statistics, self-study activities		Analysis of statistics report (CAS)
2) classify and summarize information, do short reviews and links that are associated with problems of professional activity; edit and examine texts and make them short summary;		Lecture, self-study activities, practical classes, discussion		Participation in the discussion, presentation (CAS)
3) determine the main indicators of economic activity;		Lecture, practical classes, case study in small groups		Case study, test, essay (CAS)
4) characterize and justify the choice of direction of the company;		Lecture, practical classes, self-study activities		Essay, practical skills assessment / exercises (CAS)
5) build organizational and manufacturing management structure and choose the right model of management activities;		Work in pairs to solve problems, situational tasks		Explanation solving problems, report (CAS)
6) assess competitiveness;		Lecture, case study in small groups, practical classes, self-study activities		Case study, presentation (CAS)
7) take constructive decisions on the basis of a preliminary analysis of the company.		Lecture, self-study activities, discussion, presentation in small groups		Participation in the discussion, essay, presentation (CAS)
Learning outcomes 1-7				Final exam (FAS)
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (4 sets of written assignments include 2 essays and 2 situational tasks)</b> <b>60% Continuous assessment:</b> 10% Participation in the discussion / workshop				

10% Report  
20% Essay  
20% Presentation (oral, multimedia)

### Contents

#### **Module 1. Theoretical and regulatory framework for business economics**

Fundamentals of Entrepreneurship  
Types of enterprises, their organizational and legal forms  
Planning and justification of the production program of enterprise  
Personnel, productivity and wages  
Intellectual capital  
Fixed assets  
Current assets

#### **Module 2. Organizational and practical aspects of entrepreneurship**

Costs of enterprise  
Pricing for the enterprise  
Financial and economic results of enterprises  
Investment resources  
Innovation activity in the enterprise  
Quality and competitiveness  
The effectiveness of the company

### Literature

#### *Language of teaching Ukrainian*

#### **Compulsory reading**

1. Гой І.В. Підприємництво. Навчальний посібник. - К.: ЦУЛ, 2019. - 368 с.
2. Хмурова В.В. Менеджмент підприємницької діяльності. - К.: ЦУЛ, 2018. - 286 с.
3. Педько А. Основи підприємництва і бізнес культури. - К.: Центр навчальної літератури, 2019. - 168 с.
4. Мельников А. Основи організації бізнесу. Навчальний посібник. - К. ЦУЛ, 2019. - 200 с.

#### **Recommended reading**

1. Central Intelligence Agency. The World Factbook [Електронний ресурс] / Режим доступу: <https://www.cia.gov/library/publications/the-world-factbook/geos/up.html#top> – вільний. Заголовок з екрану. – Мова англ.
2. Euromoney's Country Risk Rankings [Електронний ресурс]. – Режим доступу: URL:<http://www.euromoney.com>.
3. Economist Group. [Електронний ресурс]. – Режим доступу: URL:<http://www.economistgroup.com>
4. Institutional Investor. Офіційний сайт [Електронний ресурс]. – Режим доступу: URL:<http://www.institutionalinvestor.com>.
5. Moody's Investor Service [Електронний ресурс]. – Режим доступу: URL:<http://www.moody.com>.

#### *Language of teaching English*

#### **Compulsory reading**

1. Bygrave W., Zacharakis A. (2011). Entrepreneurship. Second Edition. John Wiley & Sons, Inc.
2. Burns P. (2016). Entrepreneurship and Small Business. Fourth edition. Palgrave Macmillan.

#### **Recommended reading**

1. Central Intelligence Agency. The World Factbook Available at: <https://www.cia.gov/library/publications/the-world-factbook/geos/up.html#top>
2. Euromoney's Country Risk Rankings Available at: URL:<http://www.euromoney.com>.
3. Economist Group. Available at: URL:<http://www.economistgroup.com>

4. Institutional Investor. Available at: URL:<http://www.institutionalinvestor.com>.
5. Moody's Investor Service Available at: URL:<http://www.moodys.com>.
6. Kukaj Halil The importance of enterprise value assessment in transition economies. // Academic Journal of Business, Administration, Law & Social Sciences. Mar2017, Vol. 3 Issue 1, p. 300-308.

<b>MARKETING MANAGEMENT</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2/14 weeks, 40 hours in class	4 / Mandatory  <b>Course paper:</b> 1 ECTS credit	Olena Krasovska, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. seminars/practicals, 80 h. self-study time)  <b>Course paper:</b> 30 hours
<b>Course aims:</b> Students will obtain comprehensive knowledge about the marketing management instruments, have an ability to apply research results to create a competitive market structures; acquire skills using modern marketing management methods and techniques to generate ideas, functional and economic justification of new methods of marketing management corresponding to modern market requirements				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) apply fundamental categories and methods, which operates marketing management, for analysis the marketing environment of the company and marketing planning;		Lectures, practical classes, self-study activities, workshop		Participation in the workshop, presentation (CAS)
2) use modern methodological approaches to develop the marketing policies regarding the marketing mix and choose the relevant forms of organization of marketing;		Lectures, practical classes, self-study activities, case study in small groups		Presentation, case study (CAS)
3) classify and generalize information, make research connected with professional activity issues and implement the results into the professional activity;		Lectures, practical classes, self-study activities, workshop		Participation in the workshop, presentation (CAS)
4) apply the results of marketing research and portfolio analysis to develop effective marketing plans in line with defined strategic activities of the company;		Practical classes, self-study activities, project supervising		Project (CAS)
5) acquire skills in using modern methods and techniques to generate ideas how to improve marketing activity results and increase the company competitiveness through implementation the innovative marketing instruments;		Practical classes, case study, workshop		Participation in the workshop, case study (CAS)
6) demonstrate relevant practical, analytical, communication and organizational skills e.g.		Project supervising, research in the topic of the project, workshop		Project, small group presentation (CAS)

<p>conducting academic research in the topic, making decisions, team work organization.</p> <p>Learning outcomes 1-6</p>		<p>Final exam (FAS)</p>
<p><b>Assessment</b>  <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>  <b>40% Final exam (Written assignment includes an essay and a case)</b>  <b>60% Continuous assessment:</b>  10% Participation in the discussion / workshop  30% Project  20% Presentation</p>		
<p><b>Contents</b></p>		
<p><b>Module 1. Organization of marketing management in the company</b>  Current understanding and content of marketing management  Organization of marketing in business  Marketing planning system  The use of marketing indicators for marketing planning  <b>Module 2. Marketing planning as a component part of marketing management</b>  Marketing strategic planning  Tactical and operational planning of marketing  Control and analysis of marketing activity results  Corporate social responsibility</p>		
<p><b>Literature</b></p>		
<p><i>Language of teaching Ukrainian</i></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Петруня Ю.Є. Маркетинг: навчальний посібник / Ю.Є. Петруня, В.Ю. Петруня. – К.: Знання, 2016. – 223 с.</li> <li>2. Котлер Ф. Маркетинговий менеджмент, 12-е вид. / Ф. Котлер; — К.: «Видавництво Ліра-К», 2012. – 860 с.</li> <li>3. Ферріс Поль У. Маркетингові показники: Більше 50 показників, які важливо знати кожному керівнику / Ферріс Поль У., Бендл Нейл Т., Пфайфер Філіп І., Рейбштейн Девід Дж. – Пер. з англ; За наук. ред І.В. Тараненко. – Дн-ськ: Баланс Бізнес Букс, 2009. – 480 с.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Котлер Ф. Основы маркетинга. Краткий курс. / Ф. Котлер. – М.: Изд-во Диалектика-Вильямс, 2019. – 496 с.</li> <li>2. Маркетингове управління конкурентоспроможністю на мікро-, мезо-, макрорівні: монографія / І.В. Тараненко, О.Ю. Мішустіна, О.Ю. Красовська [та ін.]. - Д.: Ун-т ім. А. Нобеля, 2017.</li> <li>3. Kotler Ph., Keller K.L. Marketing Management (2012). 14th ed. Pierson. – 812 p.</li> <li>4. Kotler Ph., Armstrong G. (2011). Principles of Marketing. 14th ed. Prentice Hall. – 740 p.</li> <li>5. Pride W.M., Ferrell O.C. (2016). Marketing. 2nd ed. Cengage Learning. – 723 p.</li> <li>6. Marketing Metrics. 50+ Metrics Every Executive Should Master. Paul W. Farris, Neil T. Bendle, Philipp E. Pfeifer, David J. Reibstein. Wharton School Publishing.</li> <li>7. Овечкіна О.А. Планування маркетингу/ О.А. Овечкіна. – К., Центр навчальної літератури, 2013. – 352 с.</li> </ol> <p><i>Language of teaching English</i></p>		

**Compulsory reading**

1. Pride W.M., Ferrell O.C. (2016). Marketing. 2nd ed. Cengage Learning. – 723 p.
2. Kotler Ph., Keller K.L. Marketing Management (2012). 14th ed. Pierson. – 812 p.
3. Dibb S., Simkin L., Pride W.M., Ferrel O.C. Marketing (5th European Edition). Concepts and Strategies. Houghton Mifflin Company. Boston-New York-Abingdon.
4. Pride W.M., Ferrell O.C. (2016). Marketing. 2nd ed. Cengage Learning. – 723 p.

**Recommended reading**

1. Kotler Ph., Armstrong G. (2011). Principles of Marketing. 14th ed. Prentice Hall. – 740 p.
2. Marketing Metrics. 50+ Metrics Every Executive Should Master. Paul W. Farris, Neil T. Bendle, Philipp E. Pfeifer, David J. Reibstein. Wharton School Publishing.
3. Brassington F., Pettitt S. (2013). Essentials of Marketing. 3rd ed. Pierson. – 625 p.
4. Tanner J., Raymod M.A. Marketing Principles (v.2.0). – 581 pages



<b>BUSINESS LAW</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1 / 14 weeks, 40 hours in class	4 /Mandatory	Dmytro Popovskii, Doctor of Science, Full Professor; Practitioner;  Veronika Shkabaro, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. seminars/practicals, 80 h. self-study time)
<p><b>Course aims:</b> The aim of this course is to identify and analyse the sources and principles of Business Law. Students will gain a theoretical and practical understanding of legal regulation economic activity, understand the legal distinctions of different business activities, and differentiate the particularities of each type of economic entity.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) describe how the general legal environment impacts on business in Ukraine; 2) analyse the legal constraints on business;		Lecture, tutorials, discussion Tutorials, self-study activity, practical classes		Participation in the discussion (CAS) Essay, test, practical skills assessment (CAS)
3) describe the basic legal structures that constitute businesses and the law that regulates businesses and the business environment;		Lecture, tutorials, role play		Essay, test, participation in the role play (CAS)
4) identify legal issues and provide potential solutions to legal problems within the business environment.		Tutorials, discussion on the basis of lecture materials and students reading, case-study		Participation in the discussion, participation in the case-study (CAS)
5) work autonomously and reflect through self-appraisal		Internet search, self-study activities		Presentation (CAS)
6) demonstrate relevant practical, academic and subject specific skills, group work, presentations.		Lecture, tutorials, discussion, case study in small groups		Participation in the discussion, test, peer small group presentation (CAS)
Learning outcomes 1-3				Mid-term control (CAS)
Learning outcomes 1-6				Final exam (FAS)
<p><b>Assessment:</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b></p>				

**60% Continuous assessment:**

- 10% Participation in the discussion
- 10% Participation in the role play
- 10% Test (multiple choice, computer)
- 20% Essay (written)
- 10% Presentation (oral, multimedia)

**Contents****Thematic structure of the course:****Module 1. General grounds for implementation of business activity**

- 1) The concept, the object, the method and the system of commercial law
- 2) Sources of commercial law
- 3) Governmental regulation of business activity
- 4) General characteristics of business entities (marketing participants)
- 5) Legal status of enterprises in Ukraine
- 6) Legal status of commercial companies in Ukraine
- 7) The association of enterprises. Structural subdivisions of business entities
- 8) The state registration of economic entities
- 9) Business activity licensing in Ukraine
- 10) Patent granting for certain types of business activities

**Module 2. Features of forming and using property of business entity**

- 1) Legal regime of property of business entities
- 2) The property of business entities
- 3) Corporate rights and their legal consolidation
- 4) Free business competition protection legislation
- 5) Unfair competition in Ukraine: the legal consolidation of its types and responsibilities
- 6) Monitoring of business entity activities
- 7) Bank accounts: its types, conditions of their opening and usage
- 8) Payments in economic activity: legal regulation of cash turnover, credit transfer

**Module 3. Peculiarities of legal regulation of individual economic areas**

- 1) Economic liabilities
- 2) Economic agreements
- 3) Legal regulation of economic and treaty relations
- 4) Peculiarities of legal regulation of individual economic areas
- 5) Peculiarities of trading activity of legal regulation
- 6) Commercial agency (agency relationship) in the field of economic management
- 7) Legal regulation of freightage
- 8) Legal regulation of capital construction matters
- 9) Banking business and covering insurance
- 10) Mediation in the transactions conducting with securities. Audit activities
- 11) The exercise of other economic entities rights (commercial concession)

**Module 4. Special modes of management. Responsibility of economic activity**

- 1) Legal regulation of innovation activity
- 2) Legal regulation of foreign economic activity
- 3) Legal regulation of concessionary activity and other special modes of management
- 4) Liabilities for violation of a right or of a law in the field of management
- 5) Defense of business entities rights
- 6) Winding-up of the business entities. Bankruptcy in entrepreneurial activity
- 7) Bankruptcy proceedings

## Literature

### Compulsory reading

1. Несинова С.В., Воронко В.С., Чебикіна Т.С. Господарське право України: навч. посібник / за заг. ред. С.В. Несиної. К., 2012. 563 с.
2. Господарський кодекс України: Закон України від 16.01.2003 р. № 436-IV URL: <https://zakon.rada.gov.ua/laws/show/436-15/ed20200816#Text>
3. Цивільний кодекс України: Закон України від 16.01.2003 р. № 435-IV URL: <https://zakon.rada.gov.ua/laws/show/435-15#Text>
4. Адміністративні правопорушення в Україні у 2015 році. Статистичний бюлетень. – К., 2016. – С. 86.
5. Національні та міжнародні механізми фінансування громадянського суспільства. Міжнародні заходи зміцнення довіри між державою та громадянським суспільством. - К. : Фенікс, 2011. - 336с.

### Recommended reading

1. Господарське право України: підручник : у 2 ч. Ч. 1. Андреева О. Б., Жорнокуй Ю. М., Гетманець О. П. та ін. 2-ге вид., зі змін. та випр. Харків : Харків. нац. ун-т внутр. справ, 2016. 324 с. URL: [file:///C:/Users/MSI\\_13/Downloads/BysUabUJkRSGQEDlczkj9QTK41FyTOtT.pdf](file:///C:/Users/MSI_13/Downloads/BysUabUJkRSGQEDlczkj9QTK41FyTOtT.pdf)
2. Щербина В.С. Актуальні проблеми господарського права: навч. посіб. / В.С. Щербина. К.: Юрінком Інтер, 2012. 528 с.
3. Щербина В.С. Господарське право України: підручник / В.С. Щербина. К.: Юрінком Інтер, 2012. 600 с.
4. Thomas J. Miceli The economic approach to law. (Stanford Economics and Finance. 2. ed., 2009)
5. Robert B. Cooter, Thomas Ulen Law and Economics: Pearson New International Edition (Pearson Education Limited, 2013)
6. Аблякімова Е. Е. Реалізація права на доступ до публічної інформації в законодавстві Європейського Союзу/ Е. Е. Аблякімова // Держава і право. Юридичні і політичні науки. – 2013. – Вип. 62. – С. 164- 171

### Compulsory reading

1. Kubasek N. Dynamic Business Law: The Essentials, Nancy Kubasek, M. Neil Browne, Daniel Herron, Lucien Dhooge, Linda Barkacs 3rd edition, Published by McGraw-Hill Education, 2015. - 656 p. - ISBN: 007802384X
2. Broude T. Behavioral International Law. – University of Pennsylvania Law Review. 2015. Vol. 163. Issue 4. P. 1099–1157.
3. Sykes A. 2004. The Economics of Public International Law. – John M. Olin Program in Law and Economics Working Paper. 2016. 82 p.
4. Parisi F., Pi D. The Economic Analysis of International Treaty Law. – *Economic Analysis of International Law*. Ed. by E. Kontorovich, F. Parisi. Cheltenham: Edward Elgar. 2016. P. 101–122.

### Recommended reading

1. Aaken A. van. 2014. Behavioral International Law and Economics. – *Harvard International Law Journal*. Vol. 55. Issue 2. P. 421–481.
2. Aaken A. van. Behavioral Aspects of the International Law of Global Public Goods and Common Pool Resources. *American Journal of International Law*. 2018. Vol. 112. Issue 1. P. 67–79.
3. Jones L. Introduction to Business Law , Oxford University Press, 2013. — 689 p.

<b>MICROECONOMICS AND MACROECONOMICS</b>				
<b>Language of teaching</b>	<b>Semester/ Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1 /14 weeks, 40 hours in class	4 / Mandatory	Sergii Kuzminov, Doctor of Science, Full Professor;  Anatolii Zadoia, Doctor of Science, Full Professor	120 hours (20h. lectures, 20h. seminars/practicals, 80h. self-study time)
<b>Course aims:</b> This course will help students to understand theoretical background of consumer behaviour, market demand at goods and resource markets, pricing at several competitive circumstances, general principles of producer behavior, fundamentals of macroeconomics regularities of the operating the national economy, theories and concepts, which are time tested practically applied in the area of management. It allows ones to make the most efficient use of proper resources, to organize business successfully, helps in managing enterprises and contributing to economic and managerial understanding of complex micro- and macroeconomic processes.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) demonstrate knowledge of specific terminology, theories and concepts in fields of microeconomics;		Lecture, seminars, discussion		Participation in the discussion, quizzes (CAS)
2) understand and interpret behaviour of individuals at the markets of goods;		Lecture, seminars, panel discussion		Participation in the discussion, oral answers (CAS)
3) identify and explain elements of competitive strategies of the firms at the markets of oligopoly, monopoly and monopolistic competition;		Lecture, seminars, panel discussion, solving calculative tasks		Participation in the discussion, explanation of solving problems (CAS)
4) understand the nature of firm as producer and its behavior concerning consumption of resources;		Problem lecture, discussion, solving calculative tasks		Participation in the discussion, making calculations and explanation of results, test (CAS)
5) retrieve and utilise relevant information from appropriate sources e.g. textbooks, newspapers, websites, business magazines.		Problem lecture, case study in small groups Self-study activities		Participation in the discussion, self-study results' presentation (CAS)

<p>6) use the economic regularities for analysis of the problems of the national economy development and balances;</p> <p>7) study the reasons of the main macroeconomic proportion breach and forecast the dynamics of the macroeconomic factors;</p> <p>8) calculate the inflation, employment and unemployment rates, and basic indices of national economic accounting on the ground of publicly available statistical data and explain their dynamics;</p> <p>9) estimate the impact of microenvironment on economic entities operation and make economically sound decisions on the basis of the impact;</p> <p>10) understand equilibrium mechanisms on national goods market, financial market, and general equilibrium forming in national economy, and reasons and factors breaking this equilibrium;</p> <p>11) understand of economic functions of the state and basic instruments of fiscal and monetary policy.</p> <p>Learning outcomes 1-6</p> <p>Learning outcomes 1-11</p>	<p>Lecture, practical classes, discussion</p> <p>Lecture, practical classes, self-study activity</p> <p>Lecture, practical classes, self-study activity, Internet search</p> <p>Problem lecture, discussion, Internet search, self-study activities</p> <p>Problem lecture, case study in small groups</p> <p>Problem lecture, discussion, self-study activities</p>	<p>Participation in the discussion, essay (CAS)</p> <p>Participation in the discussion, essay, test (CAS)</p> <p>Presentation, essay, test (CAS)</p> <p>Participation in the discussion, test (CAS)</p> <p>Peer small group presentation (CAS)</p> <p>Participation in the discussion, essay (CAS)</p> <p>Mid-term control, essay, presentation, tests (CAS)</p> <p>Final exam (FAS)</p>
<p><b>Assessment</b>  <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>  <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b>  <b>60% Continuous assessment:</b>  15% Test (multiple choice, computer)  20% Calculative tasks (written)  10% Answers (oral)  15% Mid-term control (computational exercises, mini case)</p>		
<b>Contents</b>		
<p><b>Module 1. Microeconomics</b>  Subject and method of microeconomics;  Theory of consumer choice.  Modelling of consumer's behaviour at market.  Individual demand, market demand.</p>		

Productive curve and scale effect.  
 Costs and output.  
 Model of perfect competition  
 Model of monopoly  
 Model of monopolistic competition  
 Model of oligopoly  
 Forming derivative demand  
 Pricing at resource markets  
 General equilibrium.

### **Module 2. Macroeconomics**

Macroeconomics as a science;  
 State as a subject of macroeconomic regulation;  
 National economy indices;  
 National production dynamic;  
 Employment and unemployment;  
 Inflation;  
 Aggregate demand and aggregate supply;  
 General equilibrium models;  
 Fiscal policy mechanism;  
 Mechanism of monetary policy;  
 Mechanism of foreign economic policy;  
 Social warranty;  
 Economic growth model.

### **Literature**

*Language of teaching Ukrainian*

#### **Compulsory reading**

1. Задоя А.О. Мікроекономіка: Курс лекцій та вправи: Навчальний посібник. - 6-те вид. / А.О. Задоя. – К.: Знання, 2007. – 211 с.
2. Steven A. Greenlaw, David Shapiro (2020) Principles of Microeconomics 2e, Available at: <https://openstax.org/details/books/principles-microeconomics-2e>
3. Микроэкономика: учебник для вузов / Л.П. Кураков, М.В. Игнатъев, А.В. Тимирязова и др.; под общ. ред. А.Л. Куракова. – М.: Изд-во ИАЭП, 2017. – 353 с.
4. Задоя А.А. Макроэкономика: Учебник / А.А. Задоя, Ю.Е. Петруня. – К.: Знання, 2010. – 381 с. (базовий підручник)
5. Макроэкономика [Текст]: навч. посіб. / М. Л. Данилович-Кропивницька, П. І. Стецюк, І. О. Тивончук; Нац. ун-т "Львів. політехніка". - 2-ге вид., допов. - Львів: Вид-во Львів. політехніки, 2017. - 291 с.
6. Микроэкономика [Текст]: підручник / О. М. Козакова, Е. М. Забарна; Одес. нац. політехн. ун-т. - Херсон: ОЛДІ-ПЛЮС, 2018. - 427 с.

#### **Recommended reading**

1. Микроэкономика: підручник / уклад.: В.М. Лич, П.М. Куліков, Б.Е. Головаш, В.В. Гончаров. – К.: КНУБА, 2018. - 96с.
2. Тарануха Ю.В. Микроэкономика. Учебник. – Москва: КноРус. 2019. - 408 с.
3. Антипина О.Н., Вереникин А.О. Микроэкономика продвинутого уровня. Учебное пособие. - Москва: Экономический факультет МГУ имени М. В. Ломоносова, 2019. - 184 с.
4. Timothy Taylor, Steven A. Greenlaw, Eric Dodge (2014) Principles of Microeconomics Available at: <https://open.umn.edu/opentextbooks/textbooks/principles-of-microeconomics>
5. Задоя А.О. Де створюється ВВП або індустріалізація чи деіндустріалізація? // Європейський вектор економічного розвитку. – 2017. - №2. – С. 27-41.
6. Макроэкономика [Текст]: навч. посіб. для студентів зі спец. "Економіка", "Облік і оподаткування", "Менеджмент", "Маркетинг", "Підприємство, торгівля та біржова

діяльність" / [С. І. Архієреєв та ін.]; за ред. проф. Архієреєва С. І.; Нац. техн. ун-т "Харків. політехн. ін-т". - Харків: Вид-во Іванченка І. С., 2019. - 215 с.

7. Steven A. Greenlaw, David Shapiro (2020) Principles of Macroeconomics 2e. Available at: <https://openstax.org/details/books/principles-macroeconomics-2e>

8. Koo, R.C. The Escape from Balance Sheet Recession and the QE Trap: A Hazardous Road for the World Economy / R.C. Koo. - Singapore: John Wiley & Sons Singapore Pte. Ltd, 2015. - 320 p.

#### *Language of teaching English*

#### **Compulsory reading**

1. Microeconomics (2011), A.O. Zadoia, S.V. Kuzminov, O.A. Kosyakina, Dnipropetrovsk: Alfred Nobel University, Dnipropetrovsk, 288 p.

2. Microeconomics (8th Edition) (2013) (Pearson Series in Economics) by Robert S. Pindyck, Daniel L. Rubinfeld, Publisher: Prentice Hall, 768 p.

3. Intermediate Microeconomics: A Modern Approach, 8th Edition by Hal R. Varian, (2006). Publisher: W. W. Norton, 739 p.

4. Steven A. Greenlaw, David Shapiro (2020) Principles of Microeconomics 2e, Available at: <https://openstax.org/details/books/principles-microeconomics-2e>

5. Macroeconomics (2011), A.O. Zadoia, Y.E Petrunia, S.V. Kuzminov, O.M. Trushenko, O.A. Kosyakina, Dnipropetrovsk: Alfred Nobel University, Dnipropetrovsk, 296 c.

6. Macroeconomics: (Presentation course) (2010), by Kozyuk V. V., Dluhopolsky O. V.; Ternopil nat. econ. univ., Dep. of econ., Ternopi, TNEU, 170 p.

7. Julio Garín, Robert Lester, Eric Sims (2018) Intermediate Macroeconomics, August 2. Available at: [https://www3.nd.edu/~esims1/gls\\_int\\_macro.pdf](https://www3.nd.edu/~esims1/gls_int_macro.pdf)

8. Steven A. Greenlaw, David Shapiro (2020) Principles of Macroeconomics 2e. Available at: <https://openstax.org/details/books/principles-macroeconomics-2e>

#### **Recommended reading**

1. Microeconomic Theory (1995) by Andreu Mas-Colell, Michael D. Whinston and Jerry R. Green, Publisher: Oxford University Press, 1008 p.

2. Advanced Microeconomic Theory (2010) by Geoffrey A. Jehle and Philip J. Reny, 3rd edition publisher: Prentice Hall

3. Poulsen L., Aisbett E. 2013. When the Claim Hits: Bilateral Investment Treaties and Bounded Rational Learning. – *World Politics*. Vol. 65. Issue 2. P. 273–313.

4. Timothy Taylor, Steven A. Greenlaw, Eric Dodge (2014) Principles of Microeconomics Available at: <https://open.umn.edu/opentextbooks/textbooks/principles-of-microeconomics>

5. Macroeconomics [Text] (1997) y R. E. Hall, J. B. Taylor. - 5 Rev. Ed edition (1997). - New York; London: [б.в.]: W.W. Norton & Company, 580 p.

6. Macroeconomics: a European text [Text] (2001) by M. Burda, C. Wyplosz. - 3. ed. - Oxford: Oxford UP, XXXVI, 572 p.

7. Macroeconomics [Text] (2002) updated ed. by J. B. De Long. - Rev. ed. - Boston[etc.]: Irwin: McGraw-Hill, XXVI, 523 p.

8. Gali, J. Monetary Policy, Inflation and the Business Cycle: An Introduction to the New Keynesian Framework and its Applications / J. Gali. - 2nd ed. - Princeton, US; Oxford, UK: Princeton University Press, 2015. - 296 p.

<b>MANAGEMENT</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1 / 14 weeks, 40 hours in class	4 / Mandatory	Volodymyr Momot, Doctor of Science, Full Professor	120 hours (20 h. lectures, 20 h. seminars/practicals, 80 h. self-study time)
The aim of discipline is to form in modern management thinking and expertise, understanding of the conceptual foundations of systemic management, acquire skills of analysis of internal and external environment, making appropriate management decisions in future managers.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
On completion of the course, the student will be able to:				
1) acquire knowledge of fundamental management concepts and skills and learn from managers how to apply them;		Lecture, seminars, discussion	Participation in the discussion (CAS)	
2) identify the internal and external factors and forces of the organisation that managers may face in their daily work, examine the functions of management: such as planning, organizing, leading, controlling, and decision making;		Lectures, seminars, self-study activities,	Essay, test, presentation, participation in the discussion (CAS)	
3) identify the key competencies needed to be an effective manager;		Internet search, case-studies, discussions	Participation in the discussion (CAS)	
4) demonstrate critical thinking when presented with managerial problems;		Problem lecture, discussion, Case-studies, role play	Participation in the role play (CAS)	
5) understand the importance of social responsibility and managerial ethics in management operation		Role play, problem lecture, case-studies	Participation in the role play, tests (CAS)	
Learning outcomes 1-5			Final exam (FAS)	
<b>Contents</b>				
<b>Thematic structure of the course:</b> Management as a science, history of management; Elements of theory of organization; Organizational structures: schemes and comparison; Planning as a function of management; Motivation as a general function of management, theories of motivation; Control as a general function of management; Decision Making: types and techniques; Communication in organization: process and networks; Styles of management: comparison and applicability; Management and leadership; Management and ethics;				



Management efficiency: estimation and improvement.
<b>Assessment</b>
<p><b>Assessment</b></p> <ul style="list-style-type: none"> <li>● <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b></li> <li>● <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b></li> <li>● <b>60% Continuous assessment:</b> <ul style="list-style-type: none"> <li>10% Participation in the discussion</li> <li>10% Participation in the role play</li> <li>10% Test (multiple choice, computer)</li> <li>20% Essay (written)</li> <li>10% Presentation (oral, multimedia)</li> </ul> </li> </ul>
<b>Literature</b>
<p><i>Language of teaching Ukrainian</i></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Момот В.Е. Основы менеджмента: Учебное пособие / В.Е. Момот. – Д.: Изд-во ДУ ім. А. Нобеля, 2013. – 132 с. (базовий підручник).</li> <li>2. Мищенко А.П. Основы менеджмента / А.П. Мищенко. – Днепропетровск: ДУЕП, 2005. – 312 с.</li> <li>3. Електронний конспект з дисципліни „Основы менеджменту” / Укладач Н.С. Макарова. – Дніпропетровськ: ДУ ім. А. Нобеля, 2015. – 135 с.</li> <li>4. Андрушків Б.М. Основы менеджменту / Б.М. Андрушків, О.Є. Кузьмін. – К: Либідь, 1995. – 256 с.</li> <li>5. Цебрєнко М. Інноваційна модель розвитку національної економіки України / М. Цебрєнко. — [Електронний ресурс]. — Режим доступу: <a href="http://www.iweir.org.ua/cebrenko.rtf">http://www.iweir.org.ua/cebrenko.rtf</a></li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Бардась А.В. Менеджмент / А.В. Бардась, М.В. Бойченко, А.В. Дудник. Дніпропетровськ: Національний гірничий університет, 2012. — 381 с.</li> <li>2. Кузьмін О.Е. Основы менеджменту / О.Е. Кузьмін, О.Г. Мельник. – К.: Академвидав, 2006. – 416 с.</li> <li>3. Момот В.Е. Основы менеджмента: Слайд – конспект / В.Е. Момот. – Д.: Изд-во ДУЭП, 2011. – 132 с.</li> <li>4. Орлов А.И. Менеджмент. Организационно-экономическое моделирование: Учебное пособие / А.И. Орлов. – М.: Феникс, 2009. – 475 с.</li> <li>5. Fyodorov M.V., Kurdyumov A.V. Competitiveness and food security at the regional level. <i>Economy of Region</i>. 2012; :227-232.</li> <li>6. Batkovskiy A.M. The military-industrial complex production potential use and development management system / E.G. Semenova, A.V. Fomina // <i>Mediterranean Journal of Social Sciences</i>. 2015. P. 327-339.</li> </ol> <p><i>Language of teaching English</i></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Daft R.L. (2015). <i>Management</i>. 12th ed. — Cengage Learning, 2015. — 784 p. in color. — ISBN: 1285861981, 9781285861982</li> <li>2. Daft R. (2009). <i>Contemporary Management</i>. Simon Fraser University Press.</li> <li>3. Drucker P. (2007). <i>Management</i>. (8th Edition). NY: South-Western Cengage Learning.</li> <li>4. Albert F., Meskon M., Hedowry P. (2002). <i>Basics of Management</i>. (15th edition) Chicago: The University of Chicago Press.</li> <li>5. Afuah A. Are Network Effects Really All about Size? The Role of Structure and Condu / A. Afuah // <i>Strategic Management Journal</i>. 2013. pp. 257–273.</li> </ol>

**Recommended reading**

1. Collins J., Porras J. (1997). *Built to Last: Successful Habits of Visionary Companies*. New Jersey: Prentice-Hall, 1997.
2. Hill Charles W.L., McShane Steven L. (2008). *Principles of Management*. McGraw Hill/Irwin, 2008. — 528 p.
3. Rykunich A.Iu. Managing critical infrastructure at the machine building plant / A.Iu. Rykunich // 2nd International Conference on the political, technological, economic and social processes Held by SCIEURO in London, July 2013, 167 p.

<b>BUSINESS PLANNING</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	4 /14 weeks, 40 hours in class	5 / Mandatory  <b>Course paper:</b> 1 ECTS credit	Olha Yevtushenko, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. seminars/practicals, 80h. self-study time)  <b>Course paper:</b> 30 hours
The aim of discipline is to formation modern theoretical knowledge in business management through initiation, forecasting, optimization, coordination and integration of the processes of implementation of ideas and control over the processes of implementation and possible adjustments of the plans.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On the completion of the course, students will be able to:				
1) create a first draft of their own business plan; 2) evaluate critically business plans 3) define SWOT-analysis and how it relates to the market and competition within the business plan; 4) identify the 3 most common pro forma financial statements included in a business plan; 5) describe the 4 most common types of cost estimates associated with a proposed business or service and the importance of their inclusion in the business plan; estimate the costs associated with supply the product/service.  Learning outcomes 1-3  Learning outcomes 1-5		Lecture, tutorials, discussion Role play Tutorials, self-study activity  Lecture, tutorials  Internet search, self-study activities		Participation in the discussion (CAS) Essay, test (CAS) Essay, test (CAS)  Participation in the discussion, test (CAS) Peer small group presentation (CAS)  Mid-term control: tests, mini case (CAS) Final exam (FAS)
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (5 sets of written assignments, each assignment includes 1 essays and 1 case)</b> <b>60% Continuous assessment:</b> 5% Participation in the role play 5% Test (multiple choice, computer) 20% Essay (written) 10% Presentation (oral, multimedia)				

20% Mid-term control (computer multiple choice tests, mini case)

## Contents

### Thematic structure of the course:

#### Module 1. Preparation for business planning process

1. Developing The Industry & Market Analysis Sections of The Business Plan
2. Establishing Competitive Strategy & Organizational Structure
3. Outlining & Creating the Mechanical Sections
4. Startup Funding and Business Finance

#### Module 2. The content and structure of the business plan

5. An Entrepreneur – Executive Infrastructure Development
6. Financial Management Issues
7. Marketing, Promoting, and Presenting Business Plan
8. The Strategic Planning Process

## Literature

*Language of teaching Ukrainian*

### Compulsory reading

1. Бізнес-планування підприємницької діяльності: навч. посіб. / З.С.Варналій, Т.Г.Васильців, Р.Л.Лупак, Р.Р.Білик. Чернівці: Технодрук, 2019. 264с.
2. Бізнес-планування: [Навч. посіб.] / Т.Г. Васильців [та ін.]. – К.: Знання, 2013. – 173 с.
3. Должанський І.З. Бізнес-план: технологія розробки: [Навч. посіб.] / І.З. Должанський, Т.О. Загорна; 2-ге вид. – к.: центр учбової літератури, 2009. – 384 с.

### Recommended reading

1. Дикань О.В. Розвиток малого бізнесу в Україні: проблеми та шляхи забезпечення / О.В. Дикань // Вісник економіки транспорту і промисловості. – 2017. – № 57. – С. 58-66.
2. Кваша О.С., Фоміна В.В. Бізнес-планування у діяльності організації: європейські стандарти, основні методологічні підходи та базові процедури / О.С. Кваша, В.В. Фоміна // Економіка і суспільство. – 2017. – № 12. – С. 268-275.
3. Лаврів Л.А. Бізнес-планування у діяльності організації: базові процедури та основні методичні підходи / Л.А. Лаврів // Інноваційна економіка. – 2013. – № 10. – С. 104-111.
4. Масловська М.В., Перевозчикова Н.О. Особливості процесу бізнес-планування в сучасних умовах розвитку України / М.В. Масловська, Н.О. Перевозчикова // Ефективна економіка. – 2013. – № 11 [Електронний ресурс]. – режим доступу: <http://www.economy.nauka.com.ua/?op=1&z=2474>.
5. Методичні рекомендації з розроблення бізнес-планів інвестиційних проектів: наказ державного агентства України з інвестицій та розвитку від 31.08.2010 № 73 [електронний ресурс]. – режим доступу: <http://zakon.nau.ua/doc/?uid=1041.39798.0>.
6. Chernikov A. Application to the Organising ABC book «Methods of developing a business plan». 2013. С. 13.
7. Толстова А.В., Кібальчич С. С. Проблеми розвитку малого бізнесу в Україні / А.В. Толстова, С.С. Кібальчич // Вісник економіки транспорту і промисловості. – 2017. – № 60. – С. 56-62.
8. ClydeBank Technology. Business Plan QuickStart Guide. The Simplified Beginner's Guide to Writing a Business Plan ClydeBank Media LLC, 2016. — 76 p. — ISBN-10 194505106X. ISBN-1 978-1945051067.

9. Черевко О.Л., Іванісова А.В., Гарькава Т.Л. Процедура бізнес-планування та її вплив на розвиток малого бізнесу / О.Л. Черевко, А.В. Іванісова, Т.Л. Гарькава // Культура народів Причорномор'я. – 2013. – № 257. – С. 154-158.

*Language of teaching English*

**Compulsory reading**

1. Barrow C., Barrow P., Brown R. (2018). *The Business Plan Workbook: A Step-By-Step Guide to Creating and Developing a Successful Business* 9th Edition. Kogan Page, 2018. 376 p.
2. Blackwell E. (2011). *How to Prepare a Business Plan*. Kogan Page, 200 p
3. Capezio P.J. (2010). *Manager's Guide to Business Planning*. The McGraw-Hill Companies, Inc., 208 p.
4. *ClydeBank Technology. Business Plan QuickStart Guide. The Simplified Beginner's Guide to Writing a Business Plan*. ClydeBank Media LLC, (2016). 76 p.
- Curtis V. (2014). *Creating a Business Plan For Dummies* Wiley, 383 p.

**Recommended reading**

1. Barrow C., Barrow P., Brown R. (2012). *The Business Plan Workbook* 7th ed. — Kogan Page, 352 p.
2. Barrow C., Barrow P., Brown R. (2008). *The Business Plan Workbook: The Definitive Guide to Researching, Writing up and Presenting a Winning Plan*. Kogan Page, 384 p. – 6th ed.
3. Berry T. (2008). *Plan-as-You-Go Business Plan*. Entrepreneur Press, 288 pages
4. Brown Brian B. (2006). *The Easy Step by Step Guide to Writing a Business Plan and Making It Work*. Rowmark, 2006, 128 p\
5. Improving business performance / CPA Australia Ltd ACN 008 392 452 Level 20, 28 Freshwater Place, ISBN 978-1-921742-17-0. – <https://www.cpaaustralia.com.au/~media/Corporate/AllFiles/Document/professional-resources/business/improving-business-performance.pdf>
6. Best practices for planning & budgeting / A Prophix white paper. – 14 p. – <https://www.encorebusiness.com/app/uploads/2016/09/best-practices-for-planning-budgeting.pdf>

<b>BUSINESS STRATEGY</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3/14 weeks, 40 hours in class	4 / Mandatory	Volodymyr Momot, Doctor of Science, Full Professor	120 hours (20h. lectures, 20h. seminars/practicals, 80h. self-study time)
The aim of the course is to master acquire knowledge of strategic management fundamentals necessary for professional work in the field of business management, to ensure the effective operation while interacting with the business environment, development of managerial competencies of an expert by comprehensive analysis of business situations and effective influence on them in the information society.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, the students should be able to:				
1) acquire theoretical knowledge and some practical skill in developing a reliable business strategy in turbulent environment		Lecture, tutorials, discussion, Internet search, self-study activities		Participation in the discussion, essay, test (CAS)
2) use the most appreciated tools of business strategy development		Problem lecture, case study in small groups		Participation in the discussion, peer small group presentation (CAS)
3) formulate a reliable strategy		Discussion, case study in small groups		Participation in the discussion, peer small group presentation (CAS)
4) implement the developed strategy		Role play		Participation in the role play (CAS)
5) understand and control the strategic development of the organization		Problem lecture, discussion, case study in small groups		Peer small group presentation (CAS)
Learning outcomes 1-5				Final exam (FAS)
<b>Contents</b>				
<b>Thematic structure of the course:</b>				
<b>Module 1. Genesis and basics of Business Strategy</b>				
Genesis, definition and principles of strategic management				

Organization and environments. Hierarchy and organizational goals. The market of producer – the market of consumer

Mission, vision and strategy. Strategy types. The process of strategy formulation

Creation of strategic plan. Integrated process of strategic management. Strategic alliances

Strategic management instruments: SWOT and PEST analysis, Ansoff Matrix, BCG Matrix, McKinsey/GE Matrix, Shell/DPM Matrix, ADL/LC Matrix, MCC Matrix, Hofer/Schendel Matrix

### **Module 2. Practical aspects of Strategic Management**

Strategy implementation – strategic scorecards and resistance overcoming

Strategy effectiveness

Organization's strategic development management

Factors influencing the process of changes in an enterprise. Change management in an enterprise.

Strategic development of the organization.

### **Assessment**

#### **Assessment**

**100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)**

**40% Final exam (4 sets of written assignments, each assignment includes 1 essay and 1 mini case)**

**60% Continuous assessment:**

10% Participation in the discussion

10% Participation in the role play

10% Test (multiple choice, computer)

20% Essay (written)

10% Presentation (oral, multimedia)

### **Literature**

*Language of teaching Ukrainian*

#### **Compulsory reading**

1. Ансофф И. Стратегическое управление: пер. с англ. / Науч. ред. и авт. предисл. Л. И. Евенко. - М.: Экономика, 2016.

2. Виханский О. С. Стратегическое управление. – М., Экономист 2015.

3. Портер М. Е. Международная конкуренция. Пер. с англ. – М.: Альпина Паблишер., 2018.

4. Томпсон А. А., Стрикленд А. Дж. Стратегический менеджмент. Учебник для вузов. - М.: Вильям и Коллинз, 2015.

5. Тертичка В.В. Стратегічне управління [Текст]: підручник / Валерій Тертичка. - Київ: К.І.С., 2017. - 931 с.

6. Кушлик О.Ю. Стратегічне управління [Текст]: навч. посіб. / О. Ю. Кушлик, Г. С. Степанюк; Івано-Франків. нац. техн. ун-т нафти і газу, Каф. менеджменту і адміністрування. - Івано-Франківськ : ІФНТУНГ, 2018. - 235 с.

#### **Recommended reading**

1. Стратегічний менеджмент [Текст]: навч. посіб. / А. Д. Діброва, Л. В. Діброва, Л. В. Богач; Нац. ун-т біоресурсів і природокористування України. - Ніжин: Лисенко М. М., 2014. - 207 с.

2. Подольчак Н.Ю. Стратегічний менеджмент [Текст] : навч. посіб. / Н. Ю. Подольчак; Нац. ун-т "Львів. політехніка". - 2-ге вид., зі змін. та допов. - Львів: Вид-во Львів. політехніки, 2016. - 422 с.

3. Стратегічний фінансовий менеджмент [Текст] : навч. посіб. / Костирко Л. А. [та ін.] ; Східноукр. нац. ун-т ім. Володимира Даля. - 2-ге вид., перероб. та допов. - Сєверодонецьк: Вид-во СНУ ім. В. Даля, 2017. - 464 с.

4. Балан В.Г. Стратегічне управління. Методи портфельного аналізу [Текст] : [навч. посіб.] / В. Г. Балан. - Київ : Наукова столиця, 2018. - 199 с.

5. Балан В.Г. Стратегічне управління. Практикум [Текст]: [навч. посіб.] / В. Г. Балан. - 2-ге вид., перероб. і допов. - Київ: Наукова столиця, 2018. - 523 с.

6. Wunder, T. (2015). Fundamentals of Strategic Management. Stuttgart: Schäffer-Poeschel.

*Language of teaching English***Compulsory reading**

1. Mintzberg, H. (2011). *Strategy Safari*. Free Press.
2. Mintzberg, H. (2003). *The strategy process*. Harlow: Financial Times Prentice Hall.
3. Wunder, T. (2015). *Fundamentals of Strategic Management*. Stuttgart: Schäffer-Poeschel.
4. Emilio Navas López José, Ángel Guerras Martín Luis, & Macnair, I. (2018). *Fundamentals of strategic management*. Cizur Menor (Navarra): Civitas.
5. Mintzberg, H., Ahlstrand, B., & Lampel, J. (2008). *Strategy safari: a guided tour through the wilds of strategic management*. Hemel Hempstead: Prentice Hall.

**Recommended reading**

1. Mintzberg, H. (2000). *The rise and fall of strategic planning*. Harlow: Pearson Education.
2. Rothaermel, F. T. (2018). *Strategic management: Concepts*. Dubuque: McGraw-Hill Education.
3. Lynch, R. L. (2018). *Strategic management*. Harlow, United Kingdom: Pearson Education Limited.
4. Ansoff, H. I. (2014). *Strategic management*. Place of publication not identified: Palgrave Macmillan.
5. Wunder, T. (2015). *Fundamentals of Strategic Management*. Stuttgart: Schäffer-Poeschel



<b>FINANCIAL MANAGEMENT</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3/14 weeks, 40 hours in class	4 / Mandatory	Anatolii Terebii, Lecturer, MBA, Practitioner	120 hours (20 h. lectures, 20 h. seminars/practicals, 80h. self-study time)
<b>Course aims:</b> This course will introduce the fundamental basic knowledge of the financial decision-making process and the analysis of value creation, current discussions on corporate governance, ethical dilemmas, globalization of finance, strategic alliances and provide a more global perspective of financial management.				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
1) apply and critically evaluate finance and investment theory with particular reference to the operation of financial markets;		Self-study activity, solving problems		Student reports assessment, exercises (CAS)
2) apply and critically evaluate corporate finance techniques;		Work in pairs to solve problems, workshop		Peer small group presentation, exercise, case study (CAS)
3) apply and critically evaluate theories of financial statements and related analysis;		Discussion, case study in small groups		Participation in the discussion (debates), student reports assessment (CAS)
4) identify, define and analyze problems and identify and create process to solve them;		Self-study activity, solving problems		Tests (computer), exercise, case study (CAS)
5) exercise critical judgment in creating new understanding;		Work in pairs to solve problems, presentation, self-study activity		Case study presentation, exercise, test (computer) report (CAS)
6) demonstrate advanced numeracy and quantitative skills;		Solving problems, discussion, self-study activity		Explanation solving problems, exercise, case study, participation in the discussion (debates)
7) identify and evaluate social, cultural, global, ethical and environmental responsibilities and issues;		Discussion, self-study activity, solving problems		Participation in the discussion

8) engage and work effectively in groups.  Learning outcomes 1-8.	Work in pairs to solve problems, discussion	(debates), exercise, case study, (CAS) Peer small group presentation, exercise, case study (CAS) Final exam (FAS)
<p><b>Assessment</b>  <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>  <b>40% Final exam (4 sets of written assignments, each assignment includes 2 solving problems and computer multiple choice tests)</b>  <b>60% Continuous assessment:</b>        20% Peer small group presentation        40% Exercise        20% Student reports assessment        20% Solving problems</p>		
<p><b>Contents</b></p>		
<p><b>Thematic structure of the course:</b>  <b>Module 1. Introduction to financial management</b>        The role of financial management        The business tax and financial environment  <b>Module 2. Valuation</b>        The valuation of long term securities        Risk and return        Tools of financial analysis and planning  <b>Module 3. Working capital management</b>        Overview of Working Capital Management        Cash and marketable securities management        Accounts receivable and inventory management        Short term financing  <b>Module 4. Intermediate and long term financing</b>        The capital market        Long term debt preferred stock and common stock</p>		
<p style="text-align: center;"><b>Literature</b></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Фінансовий менеджмент: підручник / Д. І. Дема, Л. М. Дорохова, О. М. Віленчук [та ін.] – Житомир: ЖНАЕУ, 2018. – 320 с.</li> <li>2. Фінансовий менеджмент: навч. посіб. / [Васьківська К. В., Сич О. А.] . – Львів : «ГАЛИЧ-ПРЕС», 2017. – 236 с.</li> <li>3. Фінансовий менеджмент: елект. навч. посібник / І.А.Бігдан, Л.І. Лачкова, В.М. Лачкова, О.В. Жилякова – Х.: ХДУХТ, 2017. - 197 с.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Василенко В.А. Теорія і практика розробки управлінських рішень [текст]: Навчальний посібник / В.А. Василенко. - К.: ЦУЛ, 2013. – 420 с.</li> <li>2. Ванхорн Дж. С. Основы финансового менеджмента / Дж. С. Ванхорн, Дж. М. Вахович мл. – 12-е изд. – М.: Издательский дом "Вильямс", 2013. – 1232 с.</li> <li>3. Балабанов И.Т. Финансовый менеджмент. Теория и практика / И.Т. Балабанов. – М. : Перспектива, 2011. – 656 с.</li> <li>4. Финансовый менеджмент: Теория и практика: учебник / под ред. Е. Стояновой. – М. : Перспектива, 2011. – 656 с.</li> <li>5. Гончаров А.Б. Фінансовий менеджмент: навч. посібн. / А.Б. Гончаров. – Х.: ВД "ІНЖЕК", 2011. – 240 с.</li> </ol>		

6. Офіційний сайт Агенції з розвитку підприємництва – [Електронний ресурс] – Режим доступу: [www.ade.kiev.ua](http://www.ade.kiev.ua)
7. Офіційний сайт економічної бібліотеки – [Електронний ресурс] – Режим доступу: [www.economics.com.ua](http://www.economics.com.ua)
8. Офіційний сайт Державного комітету статистики – [Електронний ресурс] – Режим доступу: [www.stat.gov.ua](http://www.stat.gov.ua)
9. Офіційний сайт з управління фінансами – [Електронний ресурс] – Режим доступу: [www.management.com.ua](http://www.management.com.ua)
10. C. Paramasivan, T. Subramanian. Financial Management, New Age, 2010, 280 p.
11. Albert HW, “Asset Securitization: Benefits for all Banks”, The Bankers Magazine, Nov-Dec 2012, pp. 16 – 20.
12. Stanley B. Block, Geoffrey A. Hirt, (2009). Foundations of Financial Management (Including accompanying Cases text) 13th ed., New York: McGraw Hill, Inc.
13. Van Horne, Wachowicz (2008) Fundamentals of Financial Management / 13-th Edition, Pearson Education Limited.
14. Financial Management. Suggested Problems 7th Edition. Handouts. Available at: [https://facultyfp.salisbury.edu/dmervin/htdocs/FINA311/Web%20Pages/Fina\\_311\\_Fall\\_2012.htm](https://facultyfp.salisbury.edu/dmervin/htdocs/FINA311/Web%20Pages/Fina_311_Fall_2012.htm)
15. Brigham E.F., Gapenski L.C. (2003). Financial Management. Theory and Practice. 6-th Edition, The Dryden Press.
16. Adrienne Watt. Project Management. BCCAMPUS VICTORIA, B.C., 2014, 220 p.

#### **Compulsory reading**

1. Pignataro P. Leveraged Buyouts: A Practical Guide to Investment Banking and Private Equity, 2014, 450 p. – [Електронний ресурс] – Режим доступу: <https://www.twirpx.com/file/1421247/>
2. Brickley James, Smith Clifford, Zimmerman Jerold. Managerial Economics & Organizational Architecture, 2015, 768 p.

#### **Recommended reading**

1. Shhugoreva V. A., Basha N. V., Minakov V. F. A conceptual model of the influence of risk culture on the effectiveness of bank business management [Konceptual'naja model' vlijanja risk-kul'tury na jeffektivnost' upravljenija biznesom banka]// Economics and management of management systems. – 2016. – Т. 19. – №1.3. – P. 352-358.
2. Fabozzi F.J., Markowitz H.M. (Eds.) The Theory and Practice of Investment Management: Asset Allocation, Valuation, Portfolio Construction, and Strategies, 2011, 725 p.
3. Lobanov O. S. Economic justification of the application of software solutions that realize the function of budgeting in organizations [Jekonomicheskoe obosnovanie primenenija programmnyh reshenij, realizujushhij funkciju bjudzhetirovanija v organizacijah]//. – 2010. – P. 95-99.
4. Pignataro P. Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity, 2013, 429 p.

<b>HUMAN RESOURCES MANAGEMENT</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2 / 14 weeks, 40 hours in class	4 / Mandatory	Hanna Mytrofanova, Doctor of Science, Full Professor;  Olena Rudkovska, Lecturer, Practitioner	120 hours (20 h. lectures, 20 h. seminars/practicals, 80h. self-study time))
The aim of the course is to form theoretical knowledge and practical skills in developing and implementing personnel policies in modern organizations, of employees rational selection of employees for positions, evaluation and development of employees and their purposeful use				
<b>Learning outcomes</b>  On completion of the course, the students should be able to:			<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
1) identify the key areas of human resources;			Lecture, tutorials, discussion, Internet search, self-study activities	Participation in the discussion, essay, test (CAS)
2) understand the strategic role of human resources;			Discussion, case study in small groups	Participation in the discussion, peer small group presentation (CAS)
3) identify total compensation and benefits packages;			Discussion, case study in small groups	Participation in the discussion, peer small group presentation (CAS)
4) evaluate training and career development within a company;			Problem lecture, case study in small groups	Peer small group presentation (CAS)
5) identify the key factors in workforce planning;			Role play	Participation in the role play (CAS)
6) understand the relationship in human resource area;			Problem lecture, case study in small groups, discussion	Participation in the discussion, peer small group presentation (CAS)
7) identify corporate human resource partners;			Role play	Participation in the role play (CAS)

8) apply the tools and theories of optimising enterprise effectiveness.  Learning outcomes 1-8	Lecture, tutorials, discussion, Internet search, self-study activities	Participation in the discussion, essay, test (CAS) Final exam (FAS)
<b>Assessment</b>		
<p><b>Assessment</b></p> <p><b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b></p> <p><b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b></p> <p><b>60% Continuous assessment:</b></p> <ul style="list-style-type: none"> <li>10% Participation in the discussion</li> <li>10% Participation in the role play</li> <li>10% Test (multiple choice, computer)</li> <li>20% Essay (written)</li> <li>10% Presentation (oral, multimedia)</li> </ul>		
<b>Contents</b>		
<p>The perspective of HRM Human Resources Planning Acquiring Human Resources Human Resources Training and Development Career Planning. Personal selection and placement Performance Management System Compensation Management Motivation. Productivity Management Retirement/Separation</p>		
<b>Literature</b>		
<i>Language of teaching Ukrainian</i>		
<b>Compulsory reading</b>		
<ol style="list-style-type: none"> <li>1. Балабанова Л. В. Управління персоналом: Навч. посіб. / Л. В. Балабанова, О.В. Сардак. – К.: ВД „Професіонал”, 2006.</li> <li>2. Гавриш О.А. Технології управління персоналом. Монографія. / О.А. Гавриш, Л.Є. Довгань, І.М. Крейдич, Н.В. Семенченко. — Київ: НТУУ КПІ імені Ігоря Сікорського, 2017. — 528 с.</li> <li>3. Жуковська В.М. Миколайчик І.П. Управління персоналом. Практикум: Навч. Посібник. / В.М. Жуковська, І.П. Миколайчик. - К. : Київ. Нац. Торг.-екон. Ун-т, 2008. -293 с.</li> <li>4. Менеджмент персоналу: Навч. посіб./ В.М. Данюк, В.М. Петюх, С.О.Цимбалюк та ін; за заг. ред. В.М. Данюка, В.М. Петюха. – К.: КНЕУ, 2004.-398 с.</li> <li>5. Гошовська В. А. Кадровий менеджмент як складова управління людськими ресурсами в системі державного управління : навч.-метод. матеріали / В. А. Гошовська, Л. А. Пашко, Л. М. Фугель ; упоряд. Ю. В. Стрілецька. – К. : НАДУ, 2013. – 96 с.</li> </ol>		
<b>Recommended reading</b>		
<ol style="list-style-type: none"> <li>1. Виноградський М.Д. Управління персоналом: Навч. посібник. / М.Д. Виноградський, С.В. Беляєва, А.М. Виноградська, О.М. Шканова. – К.: Центр навчальної літератури, 2006. – 504 с.</li> </ol>		

2. Джей Рос. Создайте сильную команду. Пер. с англ. / Джей Рос. – Дніпропетровськ: Баланс. клуб, 2002. – 168 с.
3. Колот А.М. Мотивація, стимулювання й оцінка персоналу: Навч. посібник. / А.М. Колот. -К.: КНЕУ, 1998.
4. Крушельницька О.В. Управління персоналом. / О.В. Крушельницька, Д.П. Мельничук. – К.: “Кондор”, 2003.- 296 с.
5. Минчингтон Б. HR-бренд: Как стать лидером. Строим компанию мечты / Б. Минчингтон ; пер. с англ. — М. : Юнайтед Пресс, 2011
6. Ходаківський Є.І., Богоявленська Ю.В., Грабар Т.П. Психологія управління. 5-те вид. перероб. та доп. / Є.І. Ходаківський, Ю.В. Богоявленська, Т.П. Грабар. — К.: Центр учбової літератури, 2016. — 492 с. — ISBN 978-617-673-462-8.
7. Information Resources Management Association. Human Resources Management: Concepts, Methodologies, Tools, and Applications, 2014. — 1550 p. — ISBN: 1466616016, 978146661601

*Language of teaching English*

#### **Compulsory reading**

1. Armstrong, M. Taylor S. (2014). *Armstrong's Handbook of Human Resource Management Practice*. 13th ed. — Kogan Page, 2014. — 880 p. in color — ISBN: 9780749469641
2. Mondy R.W., Martocchio J.J. (2016). *Human Resource Management*. 14th Global ed. — Pearson, 2016. — 432 p. — ISBN 9781292094373.
3. Machado C., Davim J.P. (Eds.) *Human Resource Management and Technological Challenges*, 2014. — 172 p. — ISBN: 3319026178, 9783319026176

#### **Recommended reading**

1. Azmi F. (2019). *Strategic Human Resource Management, Volume 1: Text and Cases*. Cambridge University Press, 2019. — 341 p. — ISBN 978-1-108-48231-8.
2. Foot M., Hook C., Jenkins (2018). *A. Introducing Human Resource Management*. Pearson, 2018. — 499 p. — ISBN 12920639631.
3. Stout, L.W. (2006) *Time for a Change*. Destiny Image Publishers, Inc.
4. Stewart G., Brown K.G. (2010). *Human Resource Management*. Wiley, 2010. — 664 — 2nd ed. — ISBN: 0470530499, 9780470530498

<b>BUSINESS ANALYTICS</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	4/14 weeks, 40 hours in class	4 / Mandatory	Volodymyr Momot, Doctor of Science, Full Professor	120 hours (20 h. lectures, 20 h. seminars/practicals, 80h. self-study time))
<b>Course aims:</b> This course is designed to provide students with the basic econometric methods and quantitative techniques for the forecasting and research in economics needed to undertake applied research projects				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
1) Apply reasoned judgements to solve a variety of statistical and econometric problems in business disciplines such as Accounting, Economics, Finance and Marketing, with reference to business, government policy and global perspectives. 2) Effectively communicate business data and econometric concepts to professionals and non-professionals in diverse business contexts. assess the enterprise and its divisions;		Lecture, practical classes, modelling using software, self-study activities  Lecture, practical classes, self-study activities, work in pairs to solve problems, situational tasks		Participation in the discussion, analysis of statistics report (CAS)  Case study, essay, analysis of statistics report (CAS)
Learning outcomes 1-2				Final exam (FAS)
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b> <b>60% Continuous assessment:</b> 10% Participation in the discussion / workshop 15% Report 15% Essay 20% Presentation (oral, multimedia)				
<b>Contents</b>				
<b>Thematic structure of the course:</b> 1. Principles of econometric modelling 2. Simple linear regression 3. Non-linear regression 4. Linear model of multiple regression 5. The system of indicators of quantitative evaluation of risk degree				

6. Analysis and risk management in economics
7. Additive versus multiplicative model in the time series.
8. Econometric models of the dynamics

### **Literature**

#### *Language of teaching Ukrainian*

#### **Compulsory reading**

1. Черняк, О.І. Економетрика [Текст]: підручник / О.І. Черняк, О.В. Комашко, А.В. Ставицький, О.В.Баженова. – Київ: Видавничо-поліграфічний центр "Київський університет", 2010. – 359 с.
2. Руська, Р.В. Економетрика [Текст]: навч. посібник / Р.В. Руська. – Тернопіль : Тайп, 2012. – 224 с.
3. Доля, В.Т. Економетрія [Текст]: навч. посібник / В.Т. Доля; Харк. нац. акад. міськ. госп-ва. – Х.: ХНАМГ, 2010. – 171 с.

#### **Recommended reading**

1. Greene, H. (2020). *Econometric Analysis*. London: Pearson Education.
2. Тихомиров Н. П. Эконометрика: учебник для вузов / Н. П. Тихомиров, Е. Ю. Дорохина. – М.: Экзамен, 2003. - 512 с.
3. Эконометрика : учебник для вузов / под ред. Ю.Н. Иванова. – М.: ИНФРА-М, 2008. – 735 с.
4. DuttaRoy S. SAP Business Analytics: A Best Practices Guide for Implementing Business Analytics Using SAP, 2016 — 110 p. — ISBN 978-1-4842-1384-1.
5. Boeke J. SAP BI Analysis Office - a Practical Guide, 2015. — 252 p. — ISBN: 1512383635, 9781512383638

#### *Language of teaching English*

#### **Compulsory reading**

1. Greene, H. (2020). *Econometric Analysis*. London: Pearson Education.
2. Damodar N. Gujarati (2018). *Basic Econometric*. London: McGraw – Hill.
3. Johnston, J. & Dinardo, J. (2003). *Econometric Methods*. London: McGraw – Hill.
4. Raa, T. ten, & Greene, W. H. (2019). *The Palgrave handbook of economic performance analysis*. Cham, Switzerland: Palgrave Macmillan.

#### **Recommended reading**

1. Maddala, G.S. (2018). *Introduction to Econometrics*. New York: Wiley Eastern.
2. Meghnad, D. (2003). *Applied Econometrics*. Boston: TMH Edition.
3. Taha, H.A. (2015). *Operations Research (An Introduction)*. New York: Prentice Hall



<b>PROJECT MANAGEMENT</b>				
<b>Language of teaching</b>	<b>Trimester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3 /14 weeks, 40 hours in class	4 / Mandatory	Olha Yevtushenko, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h.. lectures, 20 h. seminars/practicals, 80h. self-study time))
<b>Course aims:</b> Discipline is aimed to form at students' knowledge about the methods, techniques and tools of project management				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
1) define the goals and objectives of the different phases of the project life cycle;		Lecture, solving problems using appropriate software, self-study activities		Participation in the discussion, Presentation (CAS)
2) calculate the performance indicators of the project;		Lecture, solving problems, self-study activities		Project (CAS)
3) structure the main stages of project implementation;		Practical classes, solving problems using appropriate software		Project, practical skills assessment / exercise (CAS)
4) carry out the assessment of the risks and uncertainties of project implementation;		Lecture, solving problems using appropriate software, case study in small groups		Case study, Project (CAS)
5) build the organizational structure of the project.		Lecture, practical classes, self-study activities, work in pairs to solve problems, situational tasks		Project, presentation (CAS)
Learning outcomes 1-5				Final exam (FAS)
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (Written assignment includes a project and a case)</b> <b>60% Continuous assessment:</b> 10% Participation in the discussion / workshop 10% Case study				

20% Project  
20% Presentation (oral, multimedia)

### Contents

#### Management

Theme 1. Project Management System: objectives, functions, structure

Theme 2. Project Planning

Theme 3. Analysis of project and assessment of its effectiveness

Theme 4. Manage project costs

#### Module 2. Practical aspects of project management

Theme 5. Risk Management Project

Theme 6. Organization Project Management

Theme 7. Control the project

Theme 8. Quality Management Project

Theme 9. Creation and development of the project team

### Literature

*Language of teaching Ukrainian*

#### Compulsory reading

1. Управління проектами: підручник. За заг. ред. Л. В. Ноздріної. Київ: Центр учбової літератури, 2010. 432 с.

2. Федотова М. А., Куриленко Т. П. Проектне фінансування: підручник. Київ: Кондор, 2006. 208 с.

3. Чумаченко І. В., Морозов В. В., Доценко Н. В., Чередніченко А. М. Управління проектами: процеси планування проектних дій: підручник. Київ: Університет економіки та права «КРОК», 2014. 673 с.

#### Recommended reading

1. Грибик І. І. Управління змінами та проектами: навч. посіб. Львів: Центр Європи, 2017. 168 с.

2. Дмитрієв І. А. Управління проектами: навч. посіб. / Дмитрієв І. А., Деділова Т. В., Кирчата І. М. та ін.: навч. посіб. Харків: ХНАДУ, 2013. 236 с.

3. Довгань Л., Махонько Г., Малик І. Управління проектами.: навч. посіб. Київ: КПІ ім. І. Сікорського, 2017. 420 с.

4. Project Management Institute. A Guide to the Project Management Body of Knowledge: PMBOK(R) Guide/ Project Management Institute, 2013. – 616 p. – 5th ed. – ISBN: 1935589679, 9781935589679

5. Project Management Institute. Agile: Practice Guide, 2017. — 115 p. — ISBN 978-1628251999.

*Language of teaching English*

#### Compulsory reading

1. Alam M.D., Guhl U.F. Project-Management in Practice: A Guideline and Toolbox for Successful Projects pringer, 2016. — 183 p.

2. Badiru Adedeji. Project Management: Systems, Principles, and Applications 2nd Edition. — CRC Press, 2019. — 545 p.

3. Bucero A. The Influential Project Manager: Winning Over Team Members and Stakeholders CRC Press, 2015. — 215 p.

4. Dionisio D.S. A Project Manager's Book of Tools and Techniques Wiley, 2017. — 288 p.

**Recommended reading**

1. A guide to the Project Management body of knowledge (PMBOK Guide) Fifth Edition. — Project Management Institute, Inc. All rights reserved.— PMI Publications, USA, 2013. — 619 c.
2. Agca H.S. et al. Introduction to Process Plant Projects CRC Press, 2018. — 347 p.
3. Agile Practice Guide Project Management Institute, 2017. — 190 p.
4. Agile Project Management QuickStart Guide ClydeBank, 2017. — 166 p.
5. Ajam M. Project Management beyond Waterfall and Agile uerbach Publications, 2017. — 372 p.
6. Ajam Mounir A. Writing a Book Sample Project Bookboon, 2014. — 76 p.

<b>MODERN MARKETING TECHNOLOGIES AND SALES MANAGEMENT</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2 /14 weeks, 40 hours in class	4 / Elective	Olena Krasovska, Ph.D. (Candidate of Science), Associate Professor	12 hours (20 h. lectures, 20 h. seminars/practical, 80 h. self-study time)
<b>Course aims:</b> The students mastered the theoretical basis of modern marketing techniques, features of their using, the main approaches of the sales classification, methodological foundations of using marketing tools in sales technology, the theoretical foundations of the modern aspects of the consumer market (B2C) and business to business market (B2B).				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
1) understand the basic modern marketing technologies and methodological foundations of using marketing tools in sales management; 2) use modern marketing technologies for marketing management and sales management; 3) use modern methods of information support and internet (digital) marketing in commercial activities; 4) analyze the effectiveness of modern marketing technologies		Lecture, practical classes, self-study activities  Interactive lecture, practical classes, case study  Interactive lecture, seminars, self-study activities, internet search, case study  Lecture, case study, solving problems, panel discussion, individual presentation	Participation in the discussion, case study, essay presentation (CAS) Case study, essay presentation (CAS)  Case study, essay presentation (CAS)  Participation in the discussion, case-study, report, presentation (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 10% Participation in the discussion 30% Case-study 30% Essay (written) 30% Presentation (oral, multimedia)				
<b>Contents</b>				
<b>Thematic structure of the course:</b> Marketing in XXI century: trends, new technologies and modern marketing tools in the enterprise management system Advanced approaches of segmentation and positioning at B2B and B2C markets Client loyalty Program. CRM-System Internet marketing as a tool of influence on new customers Practical tools of development and implementation of marketing innovations				

**Module 2. Sales Management**

Role of sales in marketing and its evolution

Consumer behavior on B2C and B2B markets

Funnel of sales

Organization of marketing and sales department at the modern enterprise

Planning and budgeting of sales

**Literature**

*Language of teaching Ukrainian*

**Compulsory reading**

1. Барден Ф. Взлом маркетинга. Наука о том, почему мы покупаем / Ф. Барден. – М.: Манн, Иванов и Фербер. – 2019. – 304 с.
2. Давар Н. Клиентоориентированность. Смена фокуса с продукта на клиента / Н. Давар. - М.: Альпина Паблишер. – 2019. – 256 с.
3. Инструменты маркетинга для отдела продаж / И. Манн, А. Турусина, Е. Уколова. – М. Манн, Иванов и Фербер. – 2019. – 224 с.
4. Котлер Ф. Маркетинг 3.0: от продуктов к потребителям и далее – к человеческой душе / Ф. Котлер, Х. Картаджай, А. Сетиаван. – М.: Эксмо, 2011. – 240 с.
5. Котлер Ф. Латеральный маркетинг. Технология поиска революционных идей. – Ф. Котлер. – М.: Альпина Паблишер. – 2019. – 192 с.
6. Манн И. Маркетинг без бюджета / И. Манн. – М.: Манн, Иванов и Фербер. – 2019. – 288 с.
7. Сьюэлл К. Клиенты на всю жизнь / К. Сьюэлл. – М.: Манн, Иванов и Фербер. – 2012. – 240 с.
8. Рекхэм Нил. СПИН-продажи / Нил Рекхэм. – М.: Манн, Иванов и Фербер, 2011.

**Recommended reading**

1. Дули Р. Нейромаркетинг. Как влиять на подсознание потребителя / Роджер Дули; Попурри. – М., 2015. – 336 с.
2. Каплунов Д. Нейрокопирайтинг. 100 приемов влияния с помощью текста / Д. Каплунов. – М.: Форс. - 2019. 352 с.
3. Макки Р. Сториномика. Маркетинг, основанный на историях, в пострекламном мире / Р. Макки, Т. Джерас. – М.: Альпина Паблишер. – 2019. – 280 с.
4. Основы маркетинга / Ф. Котлер, Г. Армстронг, В. Вонг, Дж. Сондерс. – М.: Диалектика. – 2020. – 752 с.
5. Остервальдер А. Построение бизнес-моделей: настольная книга стратега и новатора / А. Остервальдер, И. Пинье. – М.: Альпина Паблишер, Сколково, 2012. – 288 с.
6. Прахалад К. Пространство бизнес-инноваций: создание ценности совместно с потребителем / К. Прахалад, М. Кришнан. – М.: «Сколково», 2012. – 257 с.
7. Шабшай Г. Эмоциональный интеллект в продажах / Г. Шабшай. – М.: Upgrade System/ - 2019. – 260 с.
8. Peppers, Don, Rogers, Martha. Managing customer experience and relationships: a strategic framework / Don Peppers, Martha Rogers. 3rd edition. - John Wiley & Sons, Inc., 2017. – 601 p.
9. Sales growth. Five Proven Strategies from the World's Sales Leaders (2d Edition) / Ehomas Baumgartner, Homayoun Hatami, Maria Valdivieso. Wiley. – 2016. – 325 p.

*Language of teaching English*

**Compulsory reading**

1. Neuroscience: exploring the brain / Mark F. Bear, Barry W. Connors, Michael A. Paradiso. — Fourth edition. – Wolters Kluwer. – 2016. – 975 p.
2. Peppers, Don, Rogers, Martha. Managing customer experience and relationships: a strategic framework / Don Peppers, Martha Rogers. 3rd edition. - John Wiley & Sons, Inc., 2017. – 601 p.

3. Sales growth. Five Proven Strategies from the World's Sales Leaders (2d Edition) / EThomas Baumgartner, Homayoun Hatami, Maria Valdivieso. Wiley. – 2016. – 325 p.

4. Tracy, Brian. Unlimited Sales Success: 12 Simple Steps for Selling More Than you ever Thought Possible / Brian Tracy and Michael Tracy. – Amacom. – 2015. – 264 p.

**Recommended reading**

1. Covel, Simona. Marketing your startup: the inc. guide to getting customers, gaining traction, and growing your business / Simona Covel. – Amacom. – 2018. – 329 p.

2. Morin, Christophe, Renvoise, Patrick, The persuasion code: how neuromarketing can help you persuade anyone, anywhere, anytime / Christophe Morin, Patrick Renvoise. Wiley & Sons, Inc., 2018. - 361 p.

3. Ryan, Damian. Understanding digital marketing. Marketing strategies for engaging the digital generation / Damian Ryan. – Third edition. – Kogan Page. – 2014. – 410 p.

4. Terry, Dean. How to Sell Without Selling. Step-by-Step Marketing Formula to Attract Ready-to-Buy Clients...Create Passive Income and Make More Money while Making a Difference. / Terry Dean. – My Marketing Coach, LLC. 2017. – 287 p.

5. Zurawicki L. Neuromarketing. Exploring the Brain of the Consumer / L. Zurawicki – Springer. – 2010. - 273 p.

<b>CONSUMER BEHAVIOR</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2 / 14 weeks, 40 hours in class	4 / Elective	Iryna Taranenko, Doctor of Science, Full Professor	120 hours (20 h. lectures, 20 h. seminars/practical, 80 h. self-study time)
<b>Course aims:</b> Students will obtain comprehensive theoretical knowledge on marketing research of consumer behavior, methods of interaction with customers on the market and influence on consumer behavior as well as practical skills on how to use these methods to achieve the goals of the organization by research and satisfaction customer needs in modern conditions.				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
1) demonstrate deep knowledge of theoretical and methodological foundations of consumer behavior and its importance in a market exchange;		Lecture, seminars, self-study activities	Participation in the discussion, essay (CAS)	
2) be critically aware of main arguments of major theories of consumer behavior;		Lecture, seminars, self-study activities	Presentation, essay (CAS)	
3) evaluate the model of consumer decision-making, provide solutions to problems in forming the consumer decision-making;		Practical classes, workshop	Peer small group presentation (CAS)	
4) identify the impact of internal and external determinants of consumer behavior;		Lecture, practical classes, case study	Case study, essay (CAS)	
5) understand psychographic characteristics of consumer decision-making and their practical application for identify consumer profile, make the market segmentation based on psychographic modern systems;		Lecture, practical classes, self-study activities, work in pairs to solve problems	Essay, practical skills assessment / exercise (CAS)	
6) draw conclusions on impact the environment factors on consumer behavior;		Lecture, case study, workshop	Case study, presentation (CAS)	
7) analyse the way in which marketing instruments affect the consumer behaviour;		Practical classes, self-study activities	Essay, presentation (CAS)	
8) identify and analyze current trends on Ukrainian consumer behavior, their impact on the market situation.		Lecture, self-study activities, presentation in small groups	Essay, case study, presentation (CAS)	
Learning outcomes 1-8			Final exam (FAS)	
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>				

<p><b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b></p> <p><b>60% Continuous assessment:</b></p> <p>10% Participation in the discussion / workshop</p> <p>10% Case study</p> <p>20% Essay (written)</p> <p>20% Presentation (oral, multimedia)</p>
<b>Contents</b>
<p><b>Module 1. Theoretical bases of consumer behavior</b></p> <p>Consumer behavior in an economic exchange</p> <p>Scientific approaches to the analysis of consumer behavior</p> <p>The process of making consumer decisions</p> <p><b>Module 2. Determinants of consumer behavior in the consumer and industrial markets</b></p> <p>Internal factors of consumer behavior</p> <p>The impact of external environment on consumer behavior</p> <p>Behavioral reactions of customers</p> <p>Specific features of organizational consumer decision-making process</p> <p><b>Module 3. Modern methods of research and technologies of influence on consumer behavior</b></p> <p>Marketing tools of influence on consumer behavior</p> <p>Modern methods of consumer behavior research</p> <p>Specific features of Ukrainian consumers</p>
<b>Literature</b>
<p><i>Language of teaching Ukrainian</i></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Окландер М.А. Поведінка споживача: навч. посібник / М.А. Окландер, І.О. Жарська; – К.: ЦНЛ, 2017. – 208 с.</li> <li>2. Ларіна Я.С. Поведінка споживача: навч. посібник / Я.С. Ларіна, А. В. Рябчик; – К.: Академія, 2014. – 224 с.</li> <li>3. Балабанова Л.В. Маркетинг підприємства: Навчальний посібник / Л.В. Балабанова. - К.: ЦУЛ, 2012. - 612 с.</li> <li>4. Блекуелл Р. Поведінка споживачів: Навчальний посібник / Р. Блекуелл, П. Мініард, Дж. Енджел - Санкт-Петербург: 2010. - 944с.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Блэкуэлл Д. Поведение потребителей/ Д. Блэкуэлл, П. Миниард, Дж. Энджел; Питер – СПб., 2007. – 624 с.</li> <li>2. Зозулев А.В. Поведение потребителя / А.В. Зозулев; – К.: Знання, 2004. – 364 с.</li> <li>3. Прокопенко О.В. Поведінка споживачів: навч. посібник / О.В. Прокопенко, М.Ю. Троян; К.: Центр учбової літератури, 2008. – 176 с. Електронна версія <a href="http://pidruchniki.com/16250212/psihologiya/povedinka_spozhivachiv">http://pidruchniki.com/16250212/psihologiya/povedinka_spozhivachiv</a></li> <li>4. Сергеев А.М. Поведение потребителей: учебное пособие. Полный курс МВА / А.М. Сергеев, Е.А. Бойченко; М.: Эксмо, 2006. – 320 с.</li> <li>5. Соломон, Майкл Р. Поведение потребителя. Искусство и наука побеждать на рынке/ М.Р. Соломон;– СПб.: ООО “ДиаСофтЮП”, 2003. –784 с.</li> <li>6. Страшинська Л.В. Поведінка споживачів. Конспект лекцій для студентів спеціальності «Маркетинг» / Л.В. Страшинська; ЕКОМЕН – К., 2010. – 101 с.</li> <li>7. Тараненко И.В. Маркетинговое исследование покупательских предпочтений при выборе предприятий розничной торговли / Тараненко И.В., Фесун М.Н., Русина М.А. // Академічний огляд. – 2012. - №1 (35). - С 131 – 137.</li> </ol>



8. Consumer Behavior: Building Marketing Strategy (14<sup>th</sup> Edition). By David Mothersbaugh and Delbert Hawkins and Susan Bardi Kleiser and Roger Best. McGraw-Hill, 540 p.

9. Hayden Noel (2016) Consumer Behavior. AVA Academia. -178 p.  
*Language of teaching English*

#### **Compulsory reading**

1. Michael Solomon, Gary Bamossy, Soren Askegaard, Margaret K. Hogg (2013) Consumer Behaviour: A European Perspective. 5<sup>th</sup> ed., Pearson, 701 p.

2. Gordon R. Foxall (2014). Consumer Behaviour: A Practical Guide Routledge. 210 p.

3. Parsons E., MacLaran P. (2009). Contemporary issues in Marketing and Consumer Behavior. Elsevier. – 232 p.

#### **Recommended reading**

1. Consumer Behavior: Building Marketing Strategy (14<sup>th</sup> Edition). By David Mothersbaugh and Delbert Hawkins and Susan Bardi Kleiser and Roger Best. McGraw-Hill, 540 p.

2. Hayden Noel (2016) Consumer Behavior. AVA Academia. -178 p.

3. Understanding Consumer Behavior (2014). Rai Technology University. 326 p.

4. Barden Ph. (2013). Decoded. The Science Behind Why We Buy Wiley, 290 p.

5. Maison D. (2019) Qualitative marketing research: understanding consumer behaviour Routledge. 247 p.

<b>BUSINESS NEGOTIATIONS TECHNOLOGIES</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/14 weeks, 30 hours in class	3 / Elective	Olena Rudkovska, Lecturer, Practitioner;  Hanna Voshkolup, Ph.D. (Candidate of Science), Associate Professor	90 hours (28 h. lectures, 14 h. seminars/practical, 93 h. self-study time)
<p>Course aims: develop students' common cultural and professional competences in negotiation process; familiarise students with theoretical knowledge in the sphere of carrying out business negotiations, training rules and the principles of conducting negotiation process, practical training of methods which help to find the best alternative of the discussed agreement, come into contact with opponents, choose the best model of hearing the interlocutor; create skills of preparation and the analysis (introspection) of public statements; create competence in conducting business and extreme negotiations, decision-making in unpredictable situations, adaptation to changes in process of management business activity.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) to form ability to reason offers		1. Lecture, seminar, discussion of lecture materials and studied literature		1. Participation in a discussion, oral answers to questions (CAS)
2) to analyze theoretical basic concepts of speech preparation;		2. Problem lecture, seminar dialogue, presentations, role-playing games		2. Independent work, oral answers to questions, role-play (CAS)
3) to know features of various forms of business communication		3. Dialogue-lecture, "round table" based on independent preparation, cases		3. Independent work, cases solution (CAS)
4) to use methods and technologies of management of effective thinking-speaking persuasive public activity and ethical requirements to the speaker;		4. Lecture, seminar, performing of projects		4. Independent work, oral answers to questions,

<p>5) to know methods of verbal and nonverbal influence in negotiation process with terrorists</p> <p>6) to use means of communication to transfer professionally oriented information and communication with experts in other industries and non-experts;</p> <p>7) to set the purpose and to formulate problems of business negotiations;</p> <p>8) To show knowledge of business communication, expressiveness of communication, skills of active hearing and to own technology of completion of business negotiations</p> <p>Learning outcomes 1-8</p>	<p>5. Problem lecture, "round table" based on independent search work, presentation</p> <p>6. Discussion-lecture, seminar, work in small groups, analysis of specific situations (case-study)</p> <p>7. Reports of students - individual and in groups, presentation, project work, search in the Internet</p> <p>8. Independent work, case study in small groups, presentations, the Internet search</p>	<p>assessment of project work (CAS)</p> <p>5. Oral answers to questions, solutions of tasks (problem situations), comments to tasks (CAS)</p> <p>6. Independent work, oral answers to questions, case presentation (CAS)</p> <p>7. Oral answers to questions, solutions of tasks (problem situations), assessment of projects and presentation(CAS)</p> <p>8. Oral answers, case study (case presentation), presentation assessment (CAS)</p> <p>Mid-term control: (CAS)</p>
<p><b>Assessment</b></p> <p><b>Final grade (final assessment) as a result of 100% continuous assessment:</b></p> <p>15% Test (multiple choice, computer)</p> <p>10% Answers (oral)</p> <p>15% Mid-term control (oral answers, mini case)</p> <p>15% Participation in the discussion</p> <p>10% Participation in the role play</p> <p>15% Presentation (oral, multimedia)</p> <p>20% Case study presentation</p>		
<p><b>Contents</b></p>		
<p><b>Thematic structure of the course:</b></p> <p>Module 1. Eloquence. Culture of communication and communication activity</p> <p>1. Culture communication as science and art</p> <p>2. Technic of speech invention. Categories and stages</p> <p>3. Argument as an aspect of disposition.</p>		

4. Logical mistakes and manipulative tools
- Module 2. Psychology of Negotiation process
5. Negotiations - combined process.
6. Means of interactive interaction
7. Psychological aspects of negotiation process
8. Technic and tactics of argumentation in negotiation process. Listening of the partner as psychological tool.
9. Negotiations and manipulations
10. Accidental negotiations. Etiquette of telephone communication. National style of negotiating
- Module 3. Negotiations with criminals as criminal phenomenon
11. Psychology of negotiation process with terrorists and criminals
12. Crisis negotiations. Psychological problems of terrorism
13. Psychology of hostages
14. Lie and truth in negotiation process

### **Literature**

#### *Language of teaching Ukrainian*

#### **Compulsory reading**

1. Риторична культура мовлення сучасного фахівця-психолога: навчальний посібник. Дніпро: Університет імені Альфреда Нобеля, 2019. 144 с
2. Рызов И.Р. Я всегда знаю, что сказать. Книга-тренинг по успешным переговорам ООО «Издательство «Эксмо», 2015. 168 с.
3. Руднев, В. Н. Риторика. Деловое общение: учебное пособие. 2-е изд., испр. и доп. Москва: КноРус, 2014
4. Лебедева М.М. Технология ведения международных переговоров. М.: Аспект-Пресс, 2018. Главы 1,2.
5. Розбудова миру. Профілактика і вирішення конфлікту з використанням медіації: соціально-педагогічний аспект. [Навч.-метод. посібник] .К.: ФОП Стеценко В.В. 2016. С. 64-73.

#### **Recommended reading**

1. Аминов И.И. Психология делового общения: учеб. Пособие. Москва: Омега-Л, 2011. 304 с
2. Асмолова М.Л. Искусство презентаций и ведения переговоров: учеб. пособие, 3-е изд. Москва: РИОР: ИНФРА-М, 2019. 248 с. Президентская программа подготовки управленческих кадров). [Электронный ресурс]. URL: <http://znanium.com/bookread2.php?book=542559>.
3. Бороздина Г.В. Психология и этика делового общения: учебник. Под общ. ред. Г.В. Бороздиной. Москва: Юрайт, 2014. 463 с.
4. Бредемайер К. Черная риторика: Власть и магия слова. Пер. с нем. 2-е изд. Москва: Альпина Бизнес Букс, 2005. 224 с.
5. Бродовская Е.В. Переговоры: стратегии, тактики, техники: Учебное пособие. Тула: Изд-во ТулГУ, 2008.150 с.
6. Ведение переговоров и разрешение конфликтов классика М.: Альпина Бизнес Букс, 2006. 226 с. (Серия «Классика Harvard Business Review»)
7. Гаркуша І.В. Риторична культура мовлення менеджерів: навч. посіб. Д.: РВВ ДНУ, 2008. 88 с.
8. Даймонд С. Переговоры, которые работают. 12 стратегий, которые помогут вам получить больше в любой ситуации, М., Манн, Иванов и Фербер, 2011. 560 с.

9. Зусін В.Я. Етика та етикет ділового спілкування: Навч. посіб. 2-ге вид.,перероб. і доп. К.: ЦНЛ, 2005.
10. Караяни А.Г., Цветков В.Л. Психология общения и переговоров в экстремальных условиях. М.: ЮНИТИ-ДАНА, 2009.
11. Кеннеди Гэвин Договориться можно обо всем! Как добиваться максимума в любых переговорах Издательство: "Альпина Паблишер", 2013. 277 с.
12. Коткин Д. Жесткие переговоры или просто о сложном. ООО «Написано пером», 2015.
13. Кривокопа Е.И. Деловые коммуникации: учебное пособие. Москва: ИНФРА-М, 2010. 190 с. Режим доступа: <http://znanium.com/>
14. Лебедев И.Б., Родин В.Ф., Мариновская И.Д., Цветков В.Л. Юридическая психология. Москва: ЮНИТИ-ДАНА, 2006.
15. Лефрансуа Г. Формирование поведения человека. СПб.: «Прайм-ЕВРОЗНАК», 2003.
16. Лукашук И.И. Искусство деловых переговоров: Учебно-практическое пособие. Москва: Издательство БЕК, 2002. 208 с.
17. Любезная Е.В. Риторика и ораторское искусство: практикум. Тамбов: Изд-во Тамб.гос. техн. ун-та, 2008. 84 с.
18. Мушин, А.Н. Деловое общение: курс лекций. Москва: Флинта: Наука, 2010. 376 с. Режим доступа <http://ibooks.ru/>
19. Назаришин В. Власть убеждения. Запорожье: «Просвіта», 2014. 194 с.
20. Одицова М.А. Многоликость «ЖЕРТВЫ», или Немного о ВЕЛИКОЙ МАНИПУЛЯЦИИ Издательство: Флинта. 2010. 256 с.
21. Ольшанский Д.В. Психология терроризма. Издательство: Питер 2002. 215 с.
22. Парійчук Р.І. РИТОРИКА: Навчально-методичний посібник з курсів «Основи риторики» та «Професійна риторика». Укл. Гузенко І.І. Львів, 2014. 328 с.
23. Поташев М., Левандовский М. Век клиента. ООО «Издательство АСТ»; Москва; 2015. 320 с.
24. Van Slyke C. (ed.) Information Communication Technologies. Concepts, Methodologies, Tools, and Applications, 2015 - 3937 p.
25. Carayannis E.G. (Ed.) Encyclopedia of Creativity, Invention, Innovation and Entrepreneurship, 2013. — 1941 p. 376 illus., 192 illus. in color — ISBN: 1461438578, 9781461438571

### *Language of teaching English*

#### **Compulsory reading**

1. Alison Wood Brooks. Emotion and the Art of Negotiation. A version of this article appeared in the December 2015 issue (pp.56–64) of Harvard Business Review
2. Deepak Malhotra. Psychological Influence in Negotiation: An Introduction Long Overdue. Harvard Business School. 2008. 90 p.
3. Francesco Aquilar Mauro Galluccio. Psychological Processes in International Negotiations. Theoretical and Practical Perspectives. 2008. P. 171
4. Meerts P. W. et al. Diplomatic negotiation: essence and evolution. –Department of Public International Law, Faculty of Law, Leiden University, 2014.
5. Negotiations. / Lewicky R., Barry B., Saunders D. 6th ed. McGraw Hill, 2010. Part 1. 1 – 107
6. The International Negotiations Handbook Success Through Preparation, Strategy, and Planning. / Ed. by E. Berghoff, M. Fieweger, T. Linguanti et al. - PILPG and Baker & McKenzie, 2007.

**Recommended reading**

1. Michele J. Gelfand, Jeanne M. Brett The Handbook of Negotiation and Culture. Stanford Business Books An imprint of Stanford University Press Stanford, California 2004. 479 p.
2. Katz L. Negotiating International Business: The Negotiator's Reference Guide to 50 countries Around The World – L:Booksurge, 2006.
3. Harvard Business Review 2020 Volume 98 №06 November-December (USA), Massachusetts (USA): Harvard Business Publishing. — 156 p. — ISSN 0017-8012.

<b><i>EFFECTIVE BUSINESS COMMUNICATIONS</i></b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1 / 14 weeks, 30 hours in class	3 / Elective	Olena Rudkovska, Lecturer, Practitioner;  Olena Lytvynenko, Ph.D. (Candidate of Science), Associate Professor	90 hours (15 h. lectures, 15 h.seminars/practicals, 60 h. self-study time)
<b>Course aims:</b> Formation of a system of students ' systematic understanding of business communications as a means of cooperation, interaction, ensuring the achievement of goals, teach the necessary rules of business ethics and standards of behavior adopted in the professional community, which is necessary for their successful future professional activities.				
<b>Learning outcomes</b>  On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
1) demonstrates knowledge of the General rules of business communication, forms and means of verbal and non-verbal communication;		Lectures, seminars, brainstorming sessions/	Test, oral answers to questions, exercise	
2) knows the techniques and methods of using business interaction technologies in practice;		Problem lectures, seminars, discussions	Participation in a discussion	
3) demonstrates knowledge of scientific literature and the specifics of national-cultural speech and non-verbal communication;		Lectures, brainstorming sessions, business games	Participation in a business game,	
4) based on the study of information sources, it forms the main components of a business person's image, as well as ethical norms and principles of business communication;		Problem lectures, seminars, presentations	Assessment of practical skills,	
5) apply the acquired theoretical knowledge to use verbal and non-verbal means of communication, as well as to recognize the intentions of partners using these means;		Lectures, business games.	Presentation in small groups	
6) has the skills to overcome communication barriers;		Lectures, seminars, discussions	Case study presentation,	
7) applies innovative approaches to public speaking, dispute management, discussion, polemics, and self-presentation;		Problem lectures, business games,	Tests, problem solving,	
8) can flexibly adapt to any team, plays various social roles in the team		Lectures, seminars, discussions	Oral answers to questions,	

<p>9) demonstrates skills in the use of ethics in business communication</p> <p>10) adheres to social norms and rules in cooperation with partners, rules of business etiquette in business interaction;</p> <p>11) respects diversity and cross-cultural characteristics in business communication, reflects the interests, values, and quality of life of various social strata and groups.</p> <p>12) has the skills of written and oral General communication in the state and foreign languages, as well as the proper use of professional terminology</p> <p>13) acts in a socially responsible and socially conscious manner based on ethical considerations based on safety principles</p> <p>14) establishes a friendly atmosphere during communication with business partners.</p> <p>Learning outcomes 1-14</p>	<p>Lectures, presentations and discussions</p> <p>Lectures, seminars,</p> <p>Problem lectures, seminars,</p> <p>Problem lectures, discussions</p> <p>Lectures, Writing essay, presentation in small groups</p> <p>Lectures, presentations and discussions</p>	<p>Written answers to questions</p> <p>Participation in a discussion</p> <p>Assessment of practical skills,</p> <p>Case study presentation,</p> <p>Presentation in small groups,</p> <p>Presentation in small groups</p> <p>Mid-Term control</p>
<p><b>Assessment</b></p> <p><b>Final score as a result of 100% continuous assessment:</b></p> <p>40% - writing a Mid Term assignment</p> <p>15% - writing a research paper (abstract)</p> <p>10% - participation in the discussion</p> <p>10% - participation in a role-playing game</p> <p>10% - case study, test, problem solving</p> <p>15% - presentation (oral, multimedia)</p>		
<p><b>Contents</b></p>		
<p><b>Module 1. Essence and features of business communications</b></p> <p>Topic 1. Introduction to the basics of business communications</p> <p>Topic 2. Professional ethics and etiquette in business communications</p> <p>Topic 3. Forms of business communications</p> <p><b>Module 2. Practical application specifics of business communications</b></p> <p>Topic 4. Features of business correspondence</p> <p>Topic 5. Difficulties and features of business communications</p> <p>Topic 6. Features of intercultural communication</p>		
<p><b>Literature</b></p> <p><i>Language of teaching Ukrainian</i></p> <p><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Володіна, Л. В. Ділове спілкування та основи теорії комунікації / Л. В. Володіна, О. К. Карпучіна. - М., 2008.</li> <li>2. Коноваленко, М. Ю. Деловые коммуникации [Текст]: учебник для бакалавров. Гриф МО РФ / М. Ю. Коноваленко, В. А. Коноваленко. - М.: Юрайт, 2014. - 468 с.</li> <li>3. Бороздіна, Г. В. Психологія ділового спілкування / Г. В. Бороздіна. - М.: ІПФР М, 2006. - 224 с.</li> </ol> <p><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Коноваленко, М. Ю. Методи діагностики обману в діловому спілкуванні / М. Ю. Коноваленко. - М.: РГТЕУ, 2010. – 209 с.</li> <li>2. Панфілова, А. П. Ділова комунікація у професійній діяльності / А. П. Панфілова.</li> </ol>		



- СПб.: Знання, ІВЕСЕП, 2001. - 496 с.

3. Сидоров, П. И. Деловое общение [Текст]: учебник для вузов. / П. И. Сидоров, М. Е. Путин, И. А. Коноплева. - 2-е изд., перераб. - М.: ИНФРА-М, 2012. – 148 с.

4. Шавкун І.Г. Бізнес-комунікація як тип соціального зв'язку. // Збірник матеріалів Всеукраїнської науково-практичної конференції «Проблеми управління економічним потенціалом регіонів» Запоріжжя: ЗНУ, 2010. – С. 274-276.

5. Шавкун І.Г. Сутність та атрибути комунікації в умовах глобалізації. // Гілея: науковий вісник. Збірник наукових праць. – К.: ВІР УАН, 2010. – Вип. 35. - С. 260 - 268.

6. Mary Ellen Guffey, Dana Loewy. Essentials of Business Communication, 11th Edition. Cengage, 2019. – 608 p.

7. Business Communication Today by Courtland L. Bovee, John V. Thill, Barbara E. Schatzman: 730 pages, Publisher: Prentice Hall

8. Business Communication for Success Publisher: University of Minnesota Libraries Publishing, 2015. – 632 p.

### *Language of teaching English*

#### **Compulsory reading**

1. Mary Ellen Guffey, Dana Loewy. Essentials of Business Communication, 11th Edition. Cengage, 2019. – 608 p.

2. Business Communication for Success Publisher: University of Minnesota Libraries Publishing, 2015. – 632 p.

#### Recommended reading

1. Business Communication Today by Courtland L. Bovee, John V. Thill, Barbara E. Schatzman: 730 pages, Publisher: Prentice Hall

2. Business Communication for Managers: An Advanced Approach by John M. Penrose, Robert W. Rasberry, Robert J. Myers: 480 pages, Publisher: South-Western College

3. Communicating for Managerial Effectiveness by Phillip G. Clampitt, 304 pages, Publisher: SAGE Publications

4. Business Communication: Building Critical Skills by Kitty O. Locker, Stephen Kyo Kaczmarek: 637 pages, Publisher: Irwin/McGraw-Hill

<b>INDUSTRIAL MARKETING</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian English	2 / 14 weeks, 40 hours in class	4 / Elective	Tetiana Mishustina, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. seminars/practical, 80h. self-study time)
Course aims are to ensure that the students have mastered the basics of the supply process on the industrial market, and important components of industrial marketing, as well as to be able to apply the acquired knowledge in their future career.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) form a marketing mix of the industrial company; 2) conduct market research of the industrial market; 3) calculate the sale price of the industrial goods; 4) select market channels for industrial goods; 5) research competition and market conditions of industrial goods; 6) plan and implement marketing activities in the industrial market.		Lecture, practical classes, discussion, workshop Practical classes, self-study activity, project work Lecture, practical classes, solving problems Lecture, practical classes, solving problems, internet search, self-study activities Problem lecture, self-study activities, case study in small groups Problem lecture, practical classes, workshop, project work		Participation in the discussion, group presentation (CAS) Research project, presentation (CAS) Solving problems assessment (CAS) Participation in the discussion, essay, solving problems assessment (CAS) Presentation (CAS) Participation in the discussion, essay, project (CAS) Final exam (FAS)
Learning outcomes 1-6				
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and solving problems)</b> <b>60% Continuous assessment:</b>				

10% Participation in the discussion  
 10% Solving problems  
 10% Essay (written)  
 10% Presentation  
 20% Project

### Contents

#### **Thematic structure of the course:**

1. The essence of the problem and trends of industrial marketing.
2. Industrial Marketing Strategy of certain goods.
3. Markets Industrial Products and features of marketing activities.
4. Competition in the industrial market.
5. Market research of an industrial plant.
6. The market of industrial products.
7. Segmentation of the market.
8. Marketing in the field of procurement of industrial goods.
9. Management distribution and marketing of finished products. Planning and regulation of sales of stocks.
10. Trading Policy and product range Management.
11. Pricing policy. Management distribution and marketing of finished products.
12. Communicative policy of industrial enterprises.
13. Planning, monitoring, analysis and the effectiveness of marketing activities.

### Literature

*Language of teaching Ukrainian*

#### **Compulsory reading**

1. Оснач, О. Ф. Промисловий маркетинг: підручник для ВНЗ / О.Ф. Оснач, В.П. Пилипчук, Л.П. Коваленко. – Київ: Центр учбової літератури, 2016. – 363 с.
2. Бойчук І. В. Маркетинг промислового підприємства. [текст]: навч. посіб. / І. В. Бойчук, А. Я. Дмитрів – К. : «Центр учбової літератури», 2014. – 360с.

#### **Recommended reading**

1. Балабанова Л.В. Маркетинг підприємства. Навчальний посібник. – Київ: Центр учбової літератури, 2019. - 619с.
2. Бест Р. Маркетинг от потребителя. – М.: Манн, Иванов и Фербер, 2018. 696 с.
3. Колотилов Е.А. Продажи b2b. 101+ кейс. – СПб.: Питер, 2019. – 208 с.
4. Кумар Нирмаля. Продавцы ценности. Как добиться увеличения продаж на рынках B2B, не прибегая к снижению цен/ Нирмаля Кумар, Джеймс А.Нэрус.- Издательство: Гревцов Паблишер, М. 2009, 240 с.
5. Макнейл Р. Маркетинговые исследования в сфере B2B / Р. Макнейл.- Издательство: Баланс Бизнес-Букс, 2007, - 432с.
- Минетт С. Маркетинг B2B и промышленный брендинг. – М.: Диалектика / Вильямс, 2019.– 208 с.
7. Старостіна А. О. Промисловий маркетинг: Підручник / А.О. Старостіна, А.О. Длігач, В.А. Кравченко.– Знання.- К., 2005.
8. Уэбстер Фредерик. Основы промышленного маркетинга/ Фредерик Уэбстер.-Изд. Дом Гребенникова, М.: 2005,- 416с.
9. Чернышева А.М. Промышленный (b2b) маркетинг: учебник и практикум для бакалавриата и магистратуры / А.М. Чернышева, Т.Н. Якубова. – М.: Юрайт, 2019. – 433 с.
10. Ястремська О.М. Бренди промислових підприємств: формування та ефективність використання / Ястремська О М., Тімонін О.М., Тімонін К.О. Монографія. — Х.: Вид. ХНЕУ, 2013. — 244 с.

11. Shepherd L. Market Smart: (2012). How to gain customers and increase profits with B2B marketing. – 177 p. Online. <https://www.pdfdrive.com/how-to-gain-customers-and-increase-profits-with-b2b-marketing-e33636525.html>
12. Peters L. D., Markus Vanharanta, Andrew D. Pressey, Wesley J. Johnston (2013). Theoretical developments in industrial marketing management: Multidisciplinary perspectives. Online: [https://www.researchgate.net/publication/256720248\\_Theoretical\\_developments\\_in\\_industrial\\_marketing\\_management\\_Multidisciplinary\\_perspectives](https://www.researchgate.net/publication/256720248_Theoretical_developments_in_industrial_marketing_management_Multidisciplinary_perspectives)

*Language of teaching English*

#### **Compulsory reading**

1. Shepherd L. Market Smart: (2012). How to gain customers and increase profits with B2B marketing. – 177 p. Online. <https://www.pdfdrive.com/how-to-gain-customers-and-increase-profits-with-b2b-marketing-e33636525.html>

#### **Recommended reading**

1. Frederick E., Webster Jr. (1995). Industrial Marketing Strategy, 3 edition, Wiley, 384 p.
2. Laura Johanna Oberle. Servitization of Industrial Enterprises through Acquisitions: A Success Story - Springer – Switzerland, 2020
3. Saavedra Claudio A. The Marketing Challenge for Industrial Companies. Advanced Concepts and Practices- Springer – Switzerland, 2016, - 423p.
4. Peters L. D., Markus Vanharanta, Andrew D. Pressey, Wesley J. Johnston (2013). Theoretical developments in industrial marketing management: Multidisciplinary perspectives. Online: [https://www.researchgate.net/publication/256720248\\_Theoretical\\_developments\\_in\\_industrial\\_marketing\\_management\\_Multidisciplinary\\_perspectives](https://www.researchgate.net/publication/256720248_Theoretical_developments_in_industrial_marketing_management_Multidisciplinary_perspectives)
5. Richard E Plank, David A Reid, J David Lichtenthal. Fundamentals of Business Marketing Research. Routledge, 2020 г. – 312 p.

<b>MARKETING OF SERVICES</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	4/14 weeks, 40 hours in class	4 / Elective	Olena Krasovska, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. seminars/practical, 80 h. self-study time)
<p><b>Course aims:</b> Student possess the theoretical principles of marketing activities in the market of services as well as abilities and skills to design and implement marketing-mix of services company.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) conduct marketing research of demand in the market of services;		Lecture, practical classes, solving problems, self-study activity		Participation in the discussion, presentation, essay, test (CAS)
2) define segmentation criteria and make segmentation of the market of services;		Interactive lecture, practical classes, self-study activity, case study		Essay, test, case-study (CAS)
3) choose positioning of services (services company) at the market;		Lecture, case study, solving problems, panel discussion, self-study activities, individual presentation		Participation in the discussion, test, case-study, report (CAS)
4) develop marketing mix for service organization (company).		Problem lecture, practical classes, debates, self-study activity, individual presentation		Participation in the debates, essay, test, report, presentation, (CAS)
Learning outcomes 1-4				
<p><b>Assessment</b>  <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>  <b>40% Final exam (5 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b>  <b>60% Continuous assessment:</b>  10% Participation in the discussion  10% Test (multiple choice, computer)  10% Case-study  15% Essay (written)</p>				

15% Presentation (oral, multimedia)
<b>Contents</b>
<p><b>Thematic structure of the course:</b></p> <p><b>Module 1. Features of services marketing</b>  Features of marketing activities in the service sector  Evolution of services marketing as a scientific discipline  Characteristics and classification of services  Features of the services market  Marketing research of demand for services</p> <p><b>Module 2. Marketing-mix of services industries</b>  Product and pricing policies of services enterprises  Distribution policy in the services sphere  Promotion policy of services company  Planning and control of services marketing industries</p> <p><b>Module 3. Branches features of the service industries marketing</b>  Features of the marketing mix development on the educational market  Hospitality marketing industries  The marketing activities on the consulting services market  Marketing of health services industries  The marketing activities companies on the transport services market</p>
<b>Literature</b>
<i>Language of teaching Ukrainian</i>
<b>Compulsory reading</b>
<ol style="list-style-type: none"> <li>1. Іванова Л. О. Маркетинг послуг: навчальний посібник / Л.О. Іванова, Б. Б. Семак, О. М. Вовчанська. – Львів: Видавництво Львівського торговельно-економічного університету, 2018. –508 с.</li> <li>2. Беквит Г. Продаючи невидиме. Керівництво з сучасного маркетингу / Гарри Беквит. – К.: Клуб сімейного дозвілля, 2018. – 192 с.</li> <li>3. Бест Р. Маркетинг от потребителя / Роджер Бест. – М.: Манн, Иванов и Фербер. – 2019. – 760 с.</li> </ol>
<b>Recommended reading</b>
<ol style="list-style-type: none"> <li>1. Котвіцька А. А., Чмихало Н. В., Вороніна О. М. Маркетинг послуг: тексти лекцій : навч. посібник для здобувачів вищої освіти; за заг. ред. А. А. Котвіцької. — Х.: НФаУ, 2017. — 128 с.</li> <li>2. Барден Ф. Взлом маркетинга. Наука о том, почему мы покупаем / Ф. Барден. – М.: Манн, Иванов и Фербер. – 2019. – 304 с.</li> <li>3. Джордж М.Л. Бережливое производство + шесть сигм в сфере услуг / Майкл Л. Джордж. – М.: Манн, Иванов и Фербер. - 2016.</li> <li>4. Манн И. Маркетинг на 100% / И. Манн. – М.: Манн, Иванов и Фербер. – 2016. – 256 с.</li> <li>5. Манн И. Маркетинг на 100%: ремікс. Як стати успішним менеджером із маркетингу / І. Манн. – К.: Клуб сімейного дозвілля. – 2018. – 240 с.</li> <li>6. Манн И., Турусин Д. Продает каждый! ...сотрудник и нет только ... / И. Манн, Д. Турусин. – М.: Сила Ума Паблишер. – 2019. – 180 с.</li> <li>7. Миролюбов Г. МЕД Маркетинг. Воронка продаж в сфере медицинских услуг от Я до Я / Г. Миролюбов. М.: Издательские решения. – 2019.</li> <li>8. Services Marketing: People, Technology, Strategy (8th edition) / Jochen Wirtz, Christopher Lovelock. World Scientific Publishong Co., 2016. – 1239 p.</li> <li>9. Services Marketing: Integrating Customer Focus Across the Firm / Valarie A. Zeithaml, Dwayne D. Gremler, Mary Jo Bitner. – 2017. – 543 p.</li> </ol>

*Language of teaching English***Compulsory reading**

1. Services Marketing: People, Technology, Strategy (8th edition) / Jochen Wirtz, Christopher Lovelock. World Scientific Publishing Co., 2016. – 1239 p.
2. Kimbell L. The Service Innovation Handbook: Action-oriented Creative Thinking Toolkit for Service Organizations / L. Kimbell; BIS Publishers. – 2015. – 240 p.
3. Services Marketing: Integrating Customer Focus Across the Firm / Valarie A. Zeithaml, Dwayne D. Gremler, Mary Jo Bitner. – 2017. – 543 p.

**Recommended reading**

1. Services Marketing: Concepts, Strategies and Cases (4<sup>th</sup> edition) / K. Douglas Hoffman, John E.G. Bateson. – Cengage Learning, 2012. – 484 p.
2. Kotler Ph., Keller K.L. Marketing Management (2016). 15th ed. Prentice Hall, Pierson, 2016.

<b>INTERNATIONAL BUSINESS</b>				
<b>Language of teaching</b>	<b>Semester/ Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2/14 weeks, 40 hours in class	4 /Elective	Anatolii Zadoia, Doctor of Science, Full Professor	120 hours (20 h. lectures, 20 h. seminars/practicals, 80 h. self-study time)
<p><b>Course aims:</b> The aim of the course is to acquaint students with forms and tools of international business, to generate in students the ability to calculate and analyze key indicators of international trade and skills documenting trade agreements.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) calculate and analyze key indicators of international trade;		Use of diagrams, tables, graphs, and charts, mini cases		Practical skills assessment, analysis of statistics report (CAS) Essay, test (CAS)  Participation in the debate, presentations (CAS)  Participation in the role play (CAS)  Student-group project, essay (CAS)  Individual reports, test, presentation (CAS) Peer small group presentation (CAS)  Mid-term control: tests, essay (CAS)
2) issue payment and shipping documents;		Lecture-demonstration, self-study activities		
3) use rules for handling disputes and conduct arbitration disassembly;		Debate, seminars, case study in small groups		
4) explore the effects of globalization of the world economy;		Problem lecture, role game		
5) conduct market research foreign market, search for foreign partners, establishing contacts with foreign companies;		Internet search, gaming and simulation		
6) analyze the terms of payment and delivery;		Self-study activity, case study		
7) conduct the negotiations and draft contracts.		Debates, case study in small groups		
Learning outcomes 1-7				
<p><b>Assessment</b>  <b>Final grade (final assessment) as a result of 100% continuous assessment:</b>            30% Report            10% Participation in the debate            20% Test (multiple choice, computer)</p>				



20% Essay (written) 20% Presentation (oral, multimedia)
<b>Contents</b>
<p><b>Thematic structure of the course:</b></p> <ol style="list-style-type: none"> <li>1) The Global Economy</li> <li>2) Forms of international trade;</li> <li>3) Methods for international trade;</li> <li>4) The regulation of international trade;</li> <li>5) International Marketing – Principles and Practice</li> <li>6) Laying international commercial contracts;</li> <li>7) Implementation of international commercial contracts;</li> <li>8) The rules and procedures for the settlement of trade disputes;</li> <li>9) Foreign Trade of Ukraine.</li> </ol>
<b>Literature</b>
<i>Language of teaching Ukrainian</i>
<b>Compulsory reading</b>
<ol style="list-style-type: none"> <li>1. Савельєв Є.В. Міжнародна економіка: теорія міжнародної торгівлі і фінансів: Підручник/ За ред. О.А.Устенка. – Тернопіль: Економ. думка, 2002. – 504 с.</li> <li>2. Feenstra, Robert C. (2015). <i>Advanced international trade: theory and evidence</i>. Princeton university press.</li> <li>3. Світова економіка і торгівля /Навч. Посіб. / С.І. Чеботар, Є.В. Савельєв, Я.С. Ларіна, М.Г. Шевчик, А.В. Рябчик, Р.І. Буряк, О.С. Брацлавська, М.В. Лизун. – К.-Чернівці, ПП «Родовід», 2010. – 212 с.</li> <li>4. Козак Ю.Г. Міжнародна торгівля. Підручник / Ю.Г. Козак. – К.: ЦНЛ, 2019. – 512 с.</li> <li>5. Гронтковська Г.Е. Міжнародн торгівля / Г.Е. Гронтковська, О.І. Ряба, А.М. Венцурік, О.І. Красновська. – К.: ЦУЛ, 2017. – 382 с.</li> <li>6. Циганкова Т.М., Петрашко Л.П., Кальченко Т.В. Міжнародна торгівля: Навч. посібник. – К.: КНЕУ, 2001. – 488 с.</li> </ol>
<b>Recommended reading</b>
<ol style="list-style-type: none"> <li>1. Бураковський І. Теорія міжнародної торгівлі. 2-ге вид / І. Бураковский. - К.: Основи, 2000. -241 с.</li> <li>2. Заблоцька Р.О. Світовий ринок послуг.: Підручник. 2-е видання / Р.О. Заблоцька. – К.: Знання України, 2005. – 280 с.</li> <li>3. Колосов В.А. Геополитика и политическая география. Учебник для вузов / В.А. Колосов, Н.С. Мироненко– М.: Аспект Пресс, 2005. – 285 с.</li> <li>4. Конкурентоспроможність економіки України в умовах глобалізації /Я. А. Жаліло, Я. Б. Базилюк, Я. В. Белінська та ін.; За ред. Я. А. Жаліла. - К.: НІСД, 2005. - 388 с.</li> <li>5. Система світової торгівлі: Практичний посібник / Пер. з англ. – К.: “К.І.С.”, 2002. – 348 с.</li> <li>6. Тіньова міжнародна торгівля: макроекономічна теорія та фінансові наслідки для України. Монографія / за загал. ред. Д.М. Серебрянського. – К.: Алерта, 2014. – 201 с.</li> <li>7. Хасбулатов Р.И. Международная торговля. Ученик / Р.И. Хасбулатов. – М.: Юрайт, 2016.</li> <li>8. Czinkota M.R. In Search for the Soul of International Business, Business Expert Press, 2018. — 164 p. — ISBN 978-1949443110.</li> <li>9. Daniels J.D., Radebaugh L.H., Sullivan D.P. International Business Environments and Operations, 2015. — 897 p. in color. — ISBN: 9781292016795</li> </ol>

*Language of teaching English***Compulsory reading**

1. Feenstra, Robert C. (2015). *Advanced international trade: theory and evidence*. Princeton university press.
2. Deardorff, A. V. (2014). *Terms of trade: glossary of international economics*. World Scientific.
3. Neary, J. P. (2015). *International trade in general oligopolistic equilibrium*.
4. Zadoia A., Magdich A. (2019). *Economy of the foreign countries: Textbook*. Dnipro: Alfred Nobel University.
5. Sherlock J., Reuvid J. (2010). *The Handbook of International Trade. Second Edition*. GMB Publishing Ltd.

**Recommended reading**

1. Edmond, C., Midrigan, V., & Xu, D. Y. (2015). Competition, markups, and the gains from international trade. *The American Economic Review*, 105(10), 3183-3221.
2. Gervais, Antoine. "Product quality and firm heterogeneity in international trade. *Canadian Journal of Economics/Revue canadienne d'économie* 48.3 (2015): 1152-1174.
3. Feenstra, R. C. (2015). *Advanced international trade: theory and evidence*. Princeton university press.
4. Irwin, D. A. (2015). *Free trade under fire*. Princeton University Press.

<b><i>CORPORATIVE CULTURE</i></b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2 / 14 weeks, 30 hours in class	3 / Elective	Volodymyr Momot, Doctor of Science, Full Professor	90 hours (15 h. lectures, 15h. seminars/practicals, 604 h. self-study time)
The aim of the course is to examine the nature and characteristics of corporate culture in the company; lay the foundation skills of practical application of enterprise culture, creating culture of business tools, project and programs development and ensuring the effective functioning of the corporate culture in a dynamic market environment; learn domestic and foreign experience of the application of corporate culture principles				
<b>Learning outcomes</b> On the completion of the course, students will be able to:			<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
1) describe the elements of organizational culture. 2) discuss the importance of organizational subcultures 3) know categories of artefacts through which corporate culture is communicated. 4) identify three functions of organizational culture. 5) discuss the conditions under which cultural strength prevails 6) improve corporate performance. 7) discuss the effect of organizational culture on business ethics. 8) compare and contrast four strategies for emerging organizational cultures. 9) identify five strategies to strengthen an organization's culture.			Lecture, tutorials Problem lecture, discussion  Internet search, self-study activities  Case-study, Internet search, self-study activities Problem lecture, case study in small groups  Problem lecture, discussion  Internet search, self-study activities  Case-study, Internet search, self-study activities Lecture, tutorials, case-study, Internet search	Test (CAS) Participation in the discussion, (CAS) Student reports assessment (CAS)  Case study presentation, test (CAS) Presentation (CAS)  Participation in the discussion, tests (CAS) Student reports assessment (CAS)  Case study presentation, test (CAS) Peer small group presentation, tests (CAS)

<b>Contents</b>		
<p><b>Thematic structure of the course:</b></p> <ol style="list-style-type: none"> <li>1) The concept of organizational culture. Origin of organizational study field</li> <li>2) Theories of organizational culture</li> <li>3) Sociological paradigms and organizational analysis</li> <li>4) Functionalism and interpretivism in organizational culture studies</li> <li>5) Functionalist organizational culture studies. Organizational culture and national culture</li> <li>6) Methodological issues in cross-cultural management research</li> <li>7) The interpretive paradigm and the study of organizations</li> <li>8) Organizational symbolism</li> <li>9) Integration, differentiation and fragmentation as three perspective approaches to organizational culture analysis</li> </ol>		
<b>Assessment</b>		
<p><b>Assessment</b></p> <p><b>Final grade (final assessment) as a result of 100% continuous assessment:</b></p> <p>10% Participation in the discussion</p> <p>10% Student reports assessment</p> <p>20% Test (multiple choice, computer)</p> <p>60% Presentation (oral, multimedia), case study presentation</p>		
<b>Literature</b>		
<i>Language of teaching Ukrainian</i>		
<b>Compulsory reading</b>		
<ol style="list-style-type: none"> <li>1. Семикіна М.В. Корпоративна культура в системі соціально-трудоу відносин [Текст] : [монографія] / Семикіна М. В., Беляк Т. О. ; Центральноукр. нац. техн. ун-т. - Кропивницький : КОД, 2018. - 247 с.</li> <li>2. Организационная культура : учебник и практикум для академического бакалавриата / В. Г. Смирнова [и др.] ; под редакцией В. Г. Смирновой. — Москва : Издательство Юрайт, 2019. — 306 с.</li> <li>3. Корпоративна культура: міжнародний та трансформаційний аспекти : монографія [Електронний ресурс] / І. П. Отенко, М. І. Чепелюк. – Харків : ХНЕУ ім. С. Кузнеця, 2018. – 243 с</li> <li>4. Фарат О. В. Корпоративна культура і фінансова грамотність у сфері міжнародних трансферних відносин [Електронний ресурс] : ел. навч. посіб. / О. В. Фарат. - Львів : Вид-во Львівської політехніки, 2019</li> </ol>		
<b>Recommended reading</b>		
<ol style="list-style-type: none"> <li>1. Литвиненко О.М. Вплив особливостей бізнесу на розгалуження корпоративної культури по рівням управління організацією /Європейський вектор економічного розвитку. – Вип. 2 (27). – 2019. – с. 71-83</li> <li>2. Фокіна-Мезенцева К. В. Корпоративна культура – чинник здобутку в підприємницькій діяльності / К. В. Фокіна-Мезенцева // Бізнес-навігатор. - 2018. - Вип. 6. - С. 131-135</li> <li>3. Дюк О. М. Дослідження сутності та змісту поняття "корпоративна культура підприємства" в сучасних умовах розвитку / О. М. Дюк // Економічний вісник Запорізької державної інженерної академії. - 2018. - Вип. 5. - С. 99-103</li> <li>4. Турчик І. В. Професійна та корпоративна культура керівника закладу освіти / І. В. Турчик // Педагогічний пошук. - 2018. - № 4. - С. 22–27</li> </ol>		
<b>Internet resources</b>		

1. Офіційний сайт Р.Льюїса [Електроний ресурс]. Режим доступу: <http://blog.crossculture.com>
2. Офіційний сайт Г.Хофстеде [Електроний ресурс]. Режим доступу: <https://geerthofstede.com>.
3. Офіційний сайт Ф. Тромпенаарса та Ч. Хемпден-Тернера [Електроний ресурс]. Режим доступу: <http://www.thtconsulting.com/>.

*Language of teaching English*

**Compulsory reading**

1. Sheffrin, G., & Bailey, D. (2019). Corporate culture. NY: Sheffrin Enterprises.
2. Yamashita, H. (2020). Competitiveness and Corporate Culture (8th ed.). [S.l.]: Routledge.
3. AMASHITA, H. (2020). COMPETITIVENESS AND CORPORATE CULTURE (8th ed.). [S.l.]: ROUTLEDGE.

**Recommended reading**

1. Lytvynenko O.M. (2017) Organizational culture deformations at conditions of intellectual work virtualization. Zeszyty Naukowe Wyższej Szkoły Zarządzania Ochroną Pracy – №1 (13) – PP 66-78.
2. Aleksandrova O. Specifics of managing competitiveness of present-day university on principles of social responsibility / O. Aleksandrova, L. Batchenko, M. Dielini, U. Lavryk // Науковий вісник Національного гірничого університету. - 2018. - № 4. - С. 157-165
3. Balaraman P. Qualitative Review of Ethics from Religion, Culture and Corporate Scandals / P. Balaraman // SocioEconomic Challenges. - 2017. - Vol. 1, Iss. 4. - С. 82-94.
4. Andriukaitiene R. Managing organizational culture as a factor in organizational change / R. Andriukaitiene, A. V. Chrep, V. H. Voronkova, O. P. Punchenko, O. P. Kyvliuk // Гуманітарний вісник Запорізької державної інженерної академії. - 2018. - Вип. 75. - С. 169-179

<b>DEVELOPMENT OF CREATIVE THINKING</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/14 weeks, 30 hours in class/	3 / Elective	Tetiana Mishustina, Ph.D. (Candidate of Science), Associate Professor	90 hours (15 h. lectures, 15 h. seminars/practical, 60h. self- study time)
<p><b>Course aims:</b> The aim of the discipline is to form modern theoretical knowledge and practical skills of the enterprise creative management to learn to creatively solve innovative problems.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) use the latest methods of development creative development of enterprise strategy;		Lecture, tutorials		Essay, test (CAS)
2) use modern knowledge and tools of enterprise creative apply management;		Internet search, self-study activities		Presentation (CAS)
3) create and organize efficient operation teams to develop and use organizational knowledge;		Problem lecture, case study in small groups		Participation in the role play (CAS)
4) introduce modern forms and methods of personnel motivation to implement knowledge management systems and enterprise creative management.		Tutorials, self-study activity		Essay, test, Peer small group presentation (CAS)
Learning outcomes 1-4				Final exam (FAS)
<p><b>Assessment</b>  <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>  <b>40% Final exam (written assignments: essay, mini case)</b>  <b>60% Continuous assessment:</b>  10% Participation in the discussion  20% Participation in the role play  10% Essay  10% Test  10% Presentation (oral, multimedia)</p>				
<b>Contents</b>				
<p><b>Thematic structure of the course:</b>  Module 1. The essence of the creative and content management  1. Formation and development of creative management organizations;  2.The resource organization theory, intellectual capital;  3. Theoretical foundations, forms and sources of organizational knowledge;</p>				

4. Content and Knowledge Management Process Steps;
  5. Basic methods of creative management;
- Module 2. Introduction of creative management in the enterprise
6. Organizational structure creative management
  7. Information Support of Creative Management
  8. Intelligent organization
  9. Corporate culture of creative management

### Literature

*Language of teaching Ukrainian*

#### Compulsory reading

1. Окорський В.П. Креативний менеджмент / В.П. Окорський, А.М. Валюх. Підручник. — Рівне: Національний університет водного господарства та природокористування (НУВГП), 2017. — 344 с.
2. Min Tang M., Werner C. Handbook of the Management of Creativity and Innovation: Theory and Practice / World Scientific Publishing, 2017. — 399 p. — ISBN 9789813141872.

#### Recommended reading

1. Брукинг Э. Интеллектуальный капитал. Ключ к успеху в новом тысячелетии / Э. Брукинг. - СПб.: Питер, 2010. - 360 с.
2. Вареник С.Т. Дослідження інтелектуального капіталу / С.Т. Вареник. – К.: Думка, 2015. – 418 с.
3. Глухов В.В. Экономика знаний / В.В. Глухов. – СПб.: Питер, 2008. – 456 с.
4. Друкер П. Задачи менеджера в XXI веке / П. Друкер. – М.: Вильямс, 2006. – 272с.
5. Климов С. Г. Интеллектуальные ресурсы организации / С.Г. Климов. - СПб.: ИВЭС, Знание, 2009, - 416 с.
6. Gibson R. The Four Lenses of Innovation: A Power Tool for Creative Thinking, Wiley, 2015. — 304 p. — ISBN 978-1118740248.
7. Carayannis E.G. (Ed.) Encyclopedia of Creativity, Invention, Innovation and Entrepreneurship, 2013. — 1941 p. 376 illus., 192 illus. in color — ISBN: 1461438578, 9781461438571

*Language of teaching English*

#### Compulsory reading

1. Min Tang M., Werner C. (2017). Handbook of the Management of Creativity and Innovation: Theory and Practice / World Scientific Publishing, 399 p.
2. Svydruk I.I., Yu.I. Ossik, Prokopenko O.V. (2017). Creative management: theoretical foundations Monograph. — Chorzów : Drukarnia Cyfrowa, 144 p.

#### Recommended reading

1. Dobson M.S. (2010). Creative Project Management. / McGraw-Hill, 272 p.
2. Jackson M.C. (2003). Systems Thinking: Creative Holism for Managers / Wiley, 379 p.
3. Shiu E. (2017). Research Handbook of Innovation and Creativity for Marketing Management / Edward Elgar Publishing, 261 p.
4. Weaver Brad (2016). Creative Truth: Start & Build a Profitable Design Business / Focal Press, 327 p.

<b>TIME MANAGEMENT</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/14 weeks, 30 hours in class	3 / Elective	Olena Rudkovska, Lecturer, Practitioner;  Olena Lytvynenko, Ph.D. (Candidate of Science), Associate Professor	90 hours (15 h. lectures, 15 h.seminars/practicals, 60 h. self-study time)
<b>Course aims:</b> The purpose of the course is to form an idea of the need to acquire practical skills of self-management, solving problems of self-organization and awareness of the need to develop professionally significant personal qualities needed to manage their own resources.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
On completion of the course, students will be able to:				
1) understand the specifics of the object and subject of self-management, its categories, methods, structure, place in the system of humanitarian knowledge and social functions;		Lecture, seminars, discussion	Oral answers to questions, test (CAS)	
2) understand the essential features, properties, genesis of management;		Lecture, practical classes	Test, presentation (CAS)	
3) successfully use methodological and methodological techniques to study the effectiveness of self-management;		Case study presentation, self-study activities,	Case study presentation (CAS)	
4) determine the factors of time management;		Lecture, seminars, self-study activities	Oral answers to questions, presentation, test (CAS)	
5) effectively develop measures for the transformation of the components of the organization, taking into account the influence of environmental factors		Internet search, self-study activities, discussion.	Essay, participation in the discussion (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 30% Participation in the discussion 20% Participation in the business play 20% Case study presentation 10% Test 20% Presentation (oral, multimedia)				
<b>Contents</b>				
<b>Thematic structure of the course:</b> Basic concepts of self-management Efficiency and effectiveness of personal activities				



Principles of personal goal setting  
Time management as an element of self-management

### Literature

*Language of teaching Ukrainian*

#### Compulsory reading

1. Джей Р. Темплар Р. Энциклопедия менеджмента. Алгоритмы эффективной работы. М.: Альпина Бизнес Букс, 2005. – 405с.
2. Довгань Л.Є. Праця керівника, або практичний менеджмент: Навч. посібник – К.: Екс об, 2002. – 384с.
3. Лукашевич Н.П. Теория и практика самоменеджмента: Учеб. пособие. – 2-е изд., испр. – К.: МАУП, 2002. – 360с.
4. Мазараки А.А., Мошек Г.Є., Гомба Л.А. та ін. Менеджмент: Теорія і практика: Навч. посіб. – Вид-во «Атака», 2007. – 560с.
5. Хміль Ф.І. Ділове спілкування: Навч. посібник – К: Академвидав, 2004. – 280с.
6. Писаревська Г. Використання тайм-менеджменту для підвищення ефективності управління персоналом. Науковий вісник Херсонського державного університету. Серія «Економічні науки». 2016. Вип. 20. Ч. 1. С. 148–153.
7. Time-management по-українськи. URL: <http://timemanagement-24.blogspot.com>.
8. Холодницька А. Застосування технологій таймменеджменту в управлінні підприємством. Вісник Чернігівського державного технологічного університету. 2013. № 4 (70). С. 261–268.

#### Recommended reading

1. Адизес И.К. Идеальный руководитель: почему им нельзя стать и что из этого следует. Пер. с англ. – М.: Альпина Бизнес Букс, 2007. – 262с.
2. Балабанова Л.В., Сардак О.П. Організація праці менеджера: Навч. посібник – К.: ВД «Професіонал», 2007. – 407с
3. Вудкок М., Френсис Д. Раскрепощенный менеджер. – М.: Дело, 1991. – 206с.
4. Гоулман Д., Бояцис Р., Макки Э. Эмоциональное лидерство. Искусство управления людьми на основе эмоционального интеллекта. М: Альбина Бизнес Букс, 2007. – 302с
5. Колпаков В.М. Організація праці менеджера: Навч. посіб. – К.: ДП «Видавничий дім «Персона», 2008. – 432с.
6. Seiwert Lothar, Woeltje Holger. Effective Time Management: Using Microsoft Outlook to Organize Your Work and Personal Life, 2011. – 272 p. – ISBN: 0735660042, 9780735660045
7. Limoncelli Thomas A. Time Management for System Administrators, O'Reilly Media, Inc., 2010. — 659 p.
8. Forsyth P. 100 Great Time Management Ideas, Marshall Cavendish Corp/Ccb – 2011, 224 pages ISBN: 0462099431, 9780462099439

*Language of teaching English*

#### Compulsory reading

1. Daft R.L. (2015). *Management*. 12th ed. — Cengage Learning, 2015. — 784 p.
2. Griffin R.W. (2013). *Organizational Behavior: Managing People and Organizations* 11th ed. — Cengage Learning, 2013. — 624 p.
3. Gagne M. (Ed.) (2014). *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory* / Oxford University Press, UK, 2014. — 465 p. — (Oxford Library of Psychology).

#### Recommended reading

1. Jackson M.C. (2003). *Systems Thinking: Creative Holism for Managers* / Wiley – 2003, 379 pages
2. Shiu E. (2017). *Research Handbook of Innovation and Creativity for Marketing Management* / Edward Elgar Publishing, 2017. — 261 p.
3. Harrison E. Bruce, Mulhberg Judith (2014). *Leadership Communications: How Leaders Communicate and How Communicators Lead in Today's Global Enterprise* / Business Expert Press, 2014. — 300 p. — (Public Relations Collection).

<b>BUSINESS PROCESS MODELLING</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3/14 weeks, 40 hours in class	4 / Elective	Svitlana Palahiv Lecturer, Practitioner;  Serhii Novikov Lecturer, Practitioner	120 hours (20 h. lectures, 20 h. seminars / practical classes, 80 h. self-study time)
<b>Course aims:</b> students formed and summarize the accumulated knowledge, implementation of which in practice would optimize the use of all elements of production to achieve maximum effect with minimal resources				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) analyze events and phenomena of organization of production;		Lecture, internet search, practical classes, self-study activities		Participation in the discussion, essay, test (CAS)
2) identify the sources of organization of production;		Lecture, practical classes, self-study activities, case study in small groups		Practical skills assessment, test, case study (CAS)
3) understand the complex set of modern problems of organization of production;		Lecture, practical classes, self-study activities		Practical skills assessment, essay (CAS)
4) put into practice the knowledge and skills for independent analytical work;		Lecture, practical classes, self-study activities, solving problems		Practical skills assessment, report (CAS)
5) independently analyze the processes internal environment of enterprise;		Lecture, practical classes, self-study activities, solving problems		Practical skills assessment, report, (CAS)
6) assess the efficiency of improving modern events in the system of enterprise production.		Lecture, practical classes, self-study activities, modelling using software		Essay, report (CAS)
Learning outcomes 1-6				Final control (FAS)
<b>Assessment</b>				
<b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>				
20% Participation in the discussion				
10% Test (multiple choice, computer)				
10% Essay				
20% Reports				

## Contents

### Thematic structure of the course:

1. Organizational bases of production
2. Productive process and organizational types of production
3. Organization of productive process is in time
4. Single and mass methods of organization of production
5. Organization of stream and automated production
6. Organizationally-productive providing of quality and competitiveness of products

### Literature

#### *Language of teaching Ukrainian*

#### **Compulsory reading**

1. Прохорова В.В. Організація виробництва: навч. посібник / В.В. Прохорова, О.Ю. Давидова. - Х. : Вид-во Іванченка І.С., 2018. - 275 с.
2. Організація виробництва: підручник / А.І. Яковлєв [та ін.]; ред.: А.І. Яковлєв, С.П. Сударкіна, М.І. Ларка; Нац. техн. ун-т 'Харків. політехн. ін-т'. - Харків: НТУ 'ХПІ', 2016. - 436 с.
3. Яркіна Н.М. Економіка підприємства: навч. посіб. / Н.М. Яркіна - Київ : Ліра-К, 2015. - 498 с.

#### **Recommended reading**

1. Організація виробництва / Круш П.В., Подвігіна В.І., Гулевич В.О. та ін. Підручник. - К.: Каравела, 2018. - 552 с.
2. Економіка і організація виробництва: навчальний посібник для здобувачів ступеня бакалавра за технічними та інженерними спеціальностями / Петренко К.В., Скоробогатова Н.Є. - К.: КПІ ім. Ігоря Сікорського, 2019. - 177 с.
3. Мороз В.С. Організація виробництва: навч. посібн. / В.С. Мороз, А.С. Тельнов. - К.: Ліра - К, 2015. - 256 с.
4. The Extensive Guide to Business Processes [Електронний ресурс]. - Режим доступу: <https://kissflow.com/bpm/business-process/>
5. Krogstie John. Quality in Business Process Modeling, Springer, 2016. — 262 p. — ISBN 10 3319425102. — ISBN 13 978-3319425108.

#### *Language of teaching English*

#### **Compulsory reading**

1. Reinhartz-Berger I. et al. Enterprise, Business-Process and Information Systems Modeling: 20th International Conference, BPMDS 2019, 24th Internati, Springer, 2019. — 375 p. — ISBN 9783030206178.
2. Fleischmann A. et al. Subject-Oriented Business Process Management, 2012. — 379 p [Електронний ресурс]. - Режим доступу: <https://www.twirpx.com/file/1344434/>
3. Glykas M. (Ed.) Business Process Management: Theory and Applications, Springer, 2012. — 473 p. — ISBN: 3642284086, 9783642284090

#### **Recommended reading**

1. Von Rosing M., Von Scheel H., Scheer A.-W. The Complete Business Process Handbook: Body of Knowledge from Process Modeling to BPM, Volume I, Morgan Kaufmann, 2014 — 776 p. — ISBN 978-0127999593
2. Miers D., White S.A. BPMN Modeling and Reference Guide, Future Strategies Inc., Lighthouse Pt, FL, 2008. — 226 p. [Електронний ресурс]. - Режим доступу: <https://www.twirpx.com/file/1490978/>

<b>ORATORY</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/14 weeks, 30 hours in class	3 / Elective	Ruslan Kliuchnyk, Ph.D. (Candidate of Science), Associate Professor	90 hours ( 15 h. lectures, 15 h. seminars practacals, 60 h. self-study time)
<b>Course aims:</b> The aim of the course is to analyze complex data, evaluation theories and concepts provide solutions to problems in the oratory. Students gain knowledge of basic rules of speech technology (duration, speed, volume), the requirements for non-verbal communication (posture, gestures, mimicry) that the observance of which is necessary to ensure a long and productive contact with the audience				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
1) prepare the appearances thus, that their composition promoted, but not hampered perception of maintenance; 2) write speech in all respects correctly, avoiding flagrant errors, able to make the negative impression on an audience and fully or partly to prevent achievement of purpose of appearance; 3) utilize all of facilities of increase of eloquence of appearance, adhering to here the measure, not encumbering speech superfluous, that disperse attention, tire listeners and interfere with perception of main idea; 4) during appearance to apply the methods of non-verbal communication (gestures, mimicry, look), which strengthen the effect of speech; 5) to socialize with an audience, not in contempt of requirements to the technique of broadcasting, correctly determining duration of appearance, rate, volume of voice etc.  Learning outcomes 1-5		Lecture, tutorials, discussion  Role play  Tutorials, self-study activity  Student reports by individuals  Panel discussion	Participation in the discussion (CAS)  Participation in the role play (CAS)  Practical skills assessment, essay (CAS)  Report (CAS)  Participation in the discussion, essay (CAS)  Mid-term control: tests, mini case (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 30% Participation in the discussion 20% Participation in the business play				

20% Case study presentation 10% Test 20% Presentation (oral, multimedia)
<b>Contents</b>
<p><b>Thematic structure of the course:</b></p> <ol style="list-style-type: none"> <li>1) Basics of oratorical art: general description of object;</li> <li>2) Cultural and historical value of prominent speakers and known speeches;</li> <li>3) Culture of speech: orthoepy and accentology;</li> <li>4) Culture of speech: stylistic figures, tropes, winged utterances;</li> <li>5) Broadcasting technique and non-verbal components of oratorical trade.</li> </ol>
<p><b>Literature</b> <b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Зубра А.С. Ораторское искусство – путь к успеху! – М.: Дикта, 2011. – 296 с.</li> <li>2. Зубенко Л.Г. Ораторське мистецтво: Практичний посібник. – Київ: “Парламентське видавництво”, 2002.</li> <li>3. Молдован В.В. Риторика загальна та судова. Навчальний посібник. – Київ: “Юрінком Інтер”, 1999.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1 Александров Д.Н. Риторика: Учебное пособие. – М.: “Флинта”, 2002.</li> <li>2. Введенская Л.А., Павлова Л.Г. Культура и искусство речи. Современная риторика: Учебное пособие для вузов. – Ростов-на-Дону: “Феникс”, 1999.</li> <li>3. Зарецкая Е.Н. Риторика: Теория и практика речевой коммуникации. – М.: “Дело”, 1998.</li> <li>4. Клюев Е.В. Риторика. – М.: “Издательство ПРИОР”, 1999.</li> <li>5. Таранов П.С. Искусство риторики. – Симферополь, 2001.</li> <li>6. Crowley, Sharon, and Debra Hawhee. Ancient Rhetorics for Contemporary Students. 3rd Ed. New York: Pearson/Longman, 2004.</li> <li>7. Covino, William A., and David A. Jolliffe. Rhetoric: Concepts, Definitions, Boundaries. Boston: Allyn and Bacon, 1995.</li> <li>8. Crowley and Hawhee, Ancient Rhetoric for Contemporary Students, 5th ed. Needham, MA: Allyn and Bacon, 2012.</li> <li>9. Lunsford, Andrea A., John J. Ruszkiewicz, and Keith Walters. Everything’s an Argument. 3rd Ed. New York: Bedford, St. Martin’s, 2004.</li> </ol> <p style="text-align: center;"><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Steel Catherine, Blom Henriette. Community and Communication: Oratory and Politics in the Roman Republic, Oxford University Press, 2013. — 416 p.</li> <li>2. Gray Christa, Balbo Andrea, Marshall Richard M.A., Steel Catherine E.W. (eds.). Reading Republican Oratory: Reconstructions, Contexts, Receptions, Oxford University Press, 2018. — 384 p.</li> </ol> <p><i>Language of teaching English</i></p> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Mills Sophie. Drama, Oratory and Thucydides in Fifth-Century Athens: Teaching Imperial Lessons, Routledge, 2020. — 212 p.</li> <li>2. Watson Andrew. Speaking in Court: Developments in Court Advocacy from the Seventeenth to the Twenty-First Century, Palgrave Macmillan, 2019. — 372 p.</li> <li>3. Tannen Deborah. Talking Voices: Dialogue, and Imagery in Conversational Discourse, nd edition. — Cambridge University Press, 2007. — 233 p. — ISBN-10 0-511-35441-X.</li> </ol>

<b>MANAGEMENT OF COMPETITIVENESS</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	4/14 weeks, 40 hours in class/	4 / Elective	Olena Krasovska, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. seminars/practical, 80 h. self study time)
<b>Course aims:</b> The course is geared towards helping students study to apply a modern marketing tools for an effective management by the enterprises competitiveness in the current economic environment.				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
1) analyze of enterprise position in a competition environment; 2) diagnose and revision of current competition strategy; 3) analyze of competitive strengths of enterprise and determine those that must be attained in the future for the improvement of enterprise competitiveness; 4) make calculations for the estimation of competitive intensity degree; 5) analyze of products competitiveness indexes and enterprise competitiveness; 6) evaluate the functions of marketing management of enterprise competitiveness.		Interactive lecture, tutorials, discussion  Problem lecture, case study in small groups  Panel discussion, practical classes  Lecture, tutorials, discussion, practical classes  Interactive lecture, tutorials, discussion  Problem lecture, practical classes, discussion		Participation in the discussion, test (CAS) Small group presentation (CAS)  Solving problems, mini-case (CAS)  Practical skills assessment (CAS)  Participation in the discussion, test (CAS) Presentation (CAS)  Mid-term control: mini-case (CAS)
Learning outcomes 1-3				
<b>Assessment</b>				
<b>Final grade (final assessment) as a result of 100% continuous assessment:</b>				
10% Participation in the discussion, test (CAS)				
10% Peer small group presentation (CAS)				
10% Solving problems (CAS)				
10% Practical skills assessment (CAS)				
10% Participation in the discussion, test (CAS)				
20% Presentation (CAS)				
30% Mid-term control: mini-case (CAS)				

## Contents

### Thematic structure of the course:

1. A competition role of market economy development;
2. Competitiveness hierarchical structure;
3. Generation and functioning of market;
4. Competitive market and their structure;
5. Competitive strategy;
6. Competition environment generation in a region;
7. Marketing research;
8. Segmentation of market and positioning;
9. Merchandise management;
10. Price formation management;
11. Sales promotion management;
12. Management by distribution of products.

### Literature

#### *Language of teaching Ukrainian*

#### Compulsory reading

1. Балабанова Л.В. Стратегічне маркетингове управління конкурентоспроможністю підприємств: навчальний посібник / Л.В. Балабанова, В.В. Холод. – К.: ТОВ «Видавничий дім «Професіонал», 2013. – 448 с.

2. Лупак Р. Л. Конкурентоспроможність підприємства : навч. посіб. / Р. Л. Лупак, Т. Г. Васильців. – Львів : Видавництво ЛКА, 2016. – 484 с.

3. Цибульська, Е.І. Конкурентоспроможність підприємства : навч. посіб. для студентів, які навчаються за спец. 051 – Економіка / Е. І. Цибульська ; Нар. укр. акад. – Харків : Вид-во НУА, 2018. – 320 с.

#### Recommended reading

1. Управління конкурентоспроможністю підприємства: навч. посіб. /С. М. Клименко, Т. В. Омеляненко, Д. О. Барабась та ін. – К. : КНЕУ, 2008. –520 с.

2. Піддубний І. О., Піддубна А. І. Управління міжнародною конкурентоспроможністю підприємства: Навчальний посібник / За ред. проф. І. О. Піддубного. – Х.: ВД “ІНЖЕК”, 2004. – 264 с.

3. Портер М. Конкурентное преимущество: как достичь высокого результата и обеспечить его устойчивость / Пер. с англ. – М.: Альпина Бизнес Букс, 2005. – 715 с.

4. Портер Е. Майкл Конкурентная стратегия: Методика анализа отраслей и конкурентов / пер. с англ. Москва: Альпина Бизнес Букс, 2005. – 454 с.

5. Гончарук Т. І. Конкуренція і конкурентоспроможність: зміст і розвиток у перехідній економіці / Т. І. Гончарук. — Суми: ВВП "Мрія-1" ЛТД, 2011. — 60 с.

6. Ramesh, K.A (2012). Importance of Relationship Marketing in Competitive Marketing Strategy, Indian Streams Research Journal Vol.2, Issue. II / March

7. Kotler, P. & Keller, K.L (2012). Marketing management. 14th edition. U.S.A, Pearson Education Limited, p. 321-331.

8. John, R.D., (2001). Successful Competitive Positioning: the key for entering into European consumer Market. European Business Review. MCB University Press, 13 (4), p. 209-215.

9. Ferrell, et-al (2010). From Market Orientation to Stakeholder Orientation. Journal of Policy &Marketing, 29(1), p. 93-96.

#### *Language of teaching English*

#### Compulsory reading

1. Michael E. Porter. «The Five Competitive Forces that Shape Strategy», Harvard Business Review, January, 2008, p.86.

2. Magretta, Joan (2011) *Understanding Michael Porter: The Essential Guide to Competition and Strategy*. Boston: Harvard Business School Publishing, 2011, 208 p.

**Recommended reading**

1. Cooper, R. G., & Kleinschmidt, E. J. (1987). What separates winners from losers? *Journal of Product Innovation Management*, 4 (3), 169-184.

2. “Decision Support Tools: Porter’s Value Chain”. Cambridge University: Institute for Manufacturing (IfM). Retrieved 9. September 2013.

3. Porter, Michael E. (1979). “How competitive forces shape strategy”. *Harvard Business Review*. Retrieved 9. September 2013.

4. Angel Gurría (5 November 2012). *The Emergence of Global Value Chains: What Do They Mean for Business*. G20 Trade and Investment Promotion Summit. Mexico City: OECD. Retrieved 7, September 2013.

5. Porter, M. E. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press, 1980. (Republished with a new introduction, 1998.)

6. Ramesh, K.A (2012). Importance of Relationship Marketing in Competitive Marketing Strategy, *Indian Streams Research Journal* Vol.2, Issue II/ March

7. Kotler, P. & Keller, K.L (2012). *Marketing management*. 14th edition. U.S.A, Pearson Education Limited, p. 321-331.

8. John, R.D., (2001). Successful Competitive Positioning: the key for entering into European consumer Market. *European Business Review*. MCB University Press, 13 (4), p. 209-215.

9. Ferrell, et-al (2010). From Market Orientation to Stakeholder Orientation. *Journal of Policy &Marketing*, 29(1), p. 93-96.



<b>INVESTMENT MANAGEMENT AND RISK MANAGEMENT</b>				
<b>Language of teaching</b>	<b>Trimester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3/14 weeks, 40 hours in class	4 / Elective	Iryna Shkura, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. tutorials, 80 h. self-study time)
The purpose of this course is to provide students with a firm grounding in valuation theory, modern portfolio theory, and cost of capital estimation and investment project valuation, which can be used for making investment decision, to analyze the given data about financial risks and find solutions to manage financial risks.				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
1) students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets; 2) students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio; 3) students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks. 4) build models of risk management for decision-making.		Lecture, seminars, practical classes, self-study activity  Solving problems, discussion, case study in small groups  Workshop, solving problems, discussion, seminars, practical classes  Problem lecture, case study, work in pairs to solve problems, solving problems		Test (computer), exercise, solving problems (CAS)  Participation in the discussion, exercise, peer small group presentation (CAS) Practical skills assessment, participation in the discussion, explanation solving problems, exercise (CAS) Solving problems using appropriate software, report (CAS)  Final exam (FAS)
Learning outcomes 1-4.				
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and solving problems)</b> <b>60% Continuous assessment:</b> 10% Participation in the discussion 10% Solving problems 10% Essay (written) 10% Presentation				

20% Project
<b>Contents</b>
<p><b>Thematic structure of the course:</b></p> <p><b>Module 1. Investment management and risk management process</b>  Investing versus financing  Direct versus indirect investment  Investment environment  Investment management process</p> <p><b>Module 2. Quantitative methods of investment management and risk management</b>  Investment income and risk  Theory for investment portfolio formation  Portfolio management and evaluation</p>
<b>Literature</b>
<i>Language of teaching Ukrainian</i>
<b>Compulsory reading</b>
<ol style="list-style-type: none"> <li>1. Опорний конспект лекцій з дисципліни «Управління ризиками) / укладач Дядюк М. А. – Харків: «Видавництво «Форт», 2017. – 180 с Пересада А.А. Інвестування: Навч. посібник./ А.А. Пересада.-К.: КНЕУ, 2008. - 250 с.</li> <li>2. Донець Л.І. Обґрунтування господарських рішень і оцінювання ризиків. Навч. посіб. / Л.І. Донець. – К.: ЦУЛ, 2012. – 464 с.</li> <li>3. Jimmy Skoglund, Wei Chen. Financial Risk Management: Applications in Market, Credit, Asset and Liability Management and Firmwide Risk, 2015, 562 p.</li> <li>4. Сазонець І.Л. Інвестування. Підручник./ І.Л. Сазонець. - Центр учбової літератури, 2011. – 312 с.</li> <li>5. Посохов І. М. Управління ризиками у підприємстві: навчальний посібник \ І. М. Посохов. – Харків: НТУ «ХП», 2015. – 220 с.</li> <li>6. Про інвестиційну діяльність : Закон України № 1560-ХІІ від 18.09.1991 р. [Електронний ресурс]. – Режим доступу : <a href="http://www.rada.gov.ua">www. rada.gov.ua</a>.</li> </ol>
<b>Recommended reading</b>
<ol style="list-style-type: none"> <li>1. Бережна І. А. Ретроспективний аналіз сутності інвестицій / І. А. Бережна // Формування ринкових відносин в Україні. – 2008. – № 4. – С. 68 – 72.</li> <li>2. Демидович В. В. Формування державної політики розвитку інвестиційної діяльності в Україні / В. В. Демидович // Держава та регіони. Серія: Державне управління. – 2008. – № 2. – С. 74 - 78.</li> <li>3. Бланк И.А. Инвестиционный менеджмент / И.А Бланк – К: МЛ «ИТЕМ» ЛТД, 2006 – 446с.</li> <li>4. Куцик П. О. Управління фінансовими ризиками: навч. посіб. /П.О.Куцик, Т. Г. Васильців, В. М. Сороківський, В. І. Стефаняк, М.В.Сороківська. – Львів: Растр-7, 2016. – 318 с.</li> <li>5. Peterson S.P. Investment Theory and Risk Management, Wiley, 2012. — 463 p. — ISBN: 9781118129593</li> <li>6. Fabozzi F.J., Markowitz H.M. (Eds.) The Theory and Practice of Investment Management: Asset Allocation, Valuation, Portfolio Construction, and Strategies, Wiley, 2011. — 725 p. — ISBN 0470929901</li> </ol>
<i>Language of teaching English</i>
<b>Compulsory reading</b>
<ol style="list-style-type: none"> <li>1. Investment Analysis and Portfolio Management, Leonardo da Vinci programme project, 2010, 166 p.</li> <li>2. Investment Analysis Gareth D. Myles, 2003, 210 p.</li> </ol>

3. Acharya, Shanta, and Elroy Dimson. 2010. *Endowment Asset Management: Investment Strategies*. New York: Oxford University Press.
4. Jimmy Skoglund, Wei Chen. *Financial Risk Management: Applications in Market, Credit, Asset and Liability Management and Firmwide Risk*, 2015, 562 p.
5. Steve L. Allen (2012) *Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk*. Wiley, 579 p.
6. Peter Christoffersen. *Elements of financial risk management*. Available at: <https://christoffersen.com/risk-management-book/>

#### **Recommended reading**

1. *Investment Analysis and Portfolio Management*. Frank K. Reilly, Keith C. Brown, 2005, 1206 p.
2. Hasbrouck Joel, *Empirical Market Microstructure*, Oxford University Press, 2010.
3. Acedo, J., & Casillas, C. (2012). Current paradigms in the international management field: An author co-citation analysis. *International Business Review*, 14, pp. 619 – 639.
4. Qian Fenglin. Investment value of listed companies in China's stock market An Empirical Study [J]. *Chinese Circulation Economy*, 2004, (3).
5. Han Zhao state, Xie Ming Jie. Listed Companies Investment Value Evaluation Model and Empirical Analysis [J]. *Central University of Finance*, 2004, (11).
6. Yin Zimin. Factor analysis in enterprise growth evaluation [J]. *Mathematical Statistics and Management*, 2000.
7. Chen Wei. Based on factor analysis of listed companies in the steel industry investment value analysis *Business Economics* 2009, (02): 78 - 82.
8. Cowell F. *Risk-Based Investment Management in Practice* — Palgrave Macmillan UK, 2013. — 482 p. — (Global Financial Markets Series). — ISBN: 1137346396, 9781137346391

<b>FUNDRISING</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3/14 weeks, 40 hours in class	4 / Elective	Tamara Ishchenko, Ph.D. (Candidate of Science), Associate Professor.	120 hours (20 h. lectures, 20 h. tutorials, 80h. self-study time)
<b>Course aims:</b> Students will have gained comprehensive knowledge about the topic, have an ability to analyze complex data, evaluate theories and concepts, provide solutions to problems in Fundraising in education activity. Students acquire knowledge about the nature, principles fundraising, features of attracting grants and collaboration with foundations, techniques, stages of business fundraising activity, peculiarities of supporting documentation and reporting.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) classify and generalize information, make references and overviews connected with professional activity issues; edit and review texts as well as make their summaries;		Lecture, tutorials, workshop, supervised project work		Participation in the discussion, Essay, research project (CAS)
2) create conditions for effective fundraising in attracting additional resources to implement its own project;		Practical classes, discussion, case study Tutorials, self-study activity, supervised project work		Presentation, case study (CAS) Research project (CAS)
3) develop their own project and apply for a grant;		Lecture, practical classes, supervised project work		Presentation, participation in the discussion, research project (CAS)
4) analyze, monitor ongoing project and define its functioning in the future;		Lecture, tutorials, internet search, self-study activities, project work		Peer small group presentation, research project (CAS)
5) master a method of attracting grants as an additional source of resources;		Case study in small groups		Case study Essay, presentation (CAS)
6) effectively use knowledge of planning and engineering projects.		Problem lecture, practical classes, resolve problems Lecture, tutorials,		Research project (CAS)

Learning outcomes 1-6	project work	Mid-term control (CAS)
<p><b>Assessment</b>  <b>Final grade (final assessment) as a result of 100% continuous assessment:</b>  10% Participation in the discussion  10% Essay (written)  20% Presentation (oral, multimedia)  30% Research project  30% Mid-term control (case study)</p>		
<b>Contents</b>		
<p><b>Module 1. General Principles of Fundraising</b>  The essence, principles, basic concepts of fundraising  Experience and prospects of fundraising  Fundraising activities and forms of support  Funds and grants  Methods of fundraising activity</p> <p><b>Module 2. Planning and implementation of fundraising activity</b>  Planning fundraising activity  The choice of strategies and addresses  Budget and performance of fundraising activity  Basic methods of fundraisers</p>		
<b>Literature</b>		
<b>Compulsory reading</b>		
<ol style="list-style-type: none"> <li>1. Фандрайзинг: Навч. посіб. /Чернявська О.В., Соколова А.М. – К.: Центр учбової літератури, 2013. – 188 с.</li> <li>2. Фандрейзинг. Навчальний посібник для посадових осіб місцевого самоврядування / О.Кобзарев / Асоціація міст України – К., ТОВ «ПДПРИЄМСТВО «ВІ ЕН ЕЙ», 2015. – 84 с. ISBN 978-966-97526-5-9</li> </ol>		
<b>Recommended reading</b>		
<ol style="list-style-type: none"> <li>2. Балашова А.Л. Фандрайзинг для молодежної організації: конспект лекцій /А.Л. Балашова. – М.: МГГУ ім. М.А. Шолохова, 2008. – 103 с.</li> <li>3. Комаровський О.В. Фандрайзинг у питаннях, відповідях і цитатах: навч. посібник /О.В. Комаровський. – Луганськ, 2007. – 54 с.</li> <li>4. Основы фандрайзинга: учеб. пособие. – Екатеринбург: Федеральное агентство по образованию, 2008. – 230 с.</li> <li>5. Фандрайзинг: навч. посібник. – Центральноукраїнський навчальний регіональний центр. Партнерство громад фундація «Україна – США», 2003. – 95 с.</li> <li>6. Jeff Brook. The Fundraiser's Guide to Irresistible Communications - 2012, 96 p.</li> <li>7. Pona Bray J.D. Effective Fundraising for Nonprofits: Real-World Strategies That Work Sixth Edition – 2019, 53 p.</li> </ol>		
<i>Language of teaching English</i>		
<b>Compulsory reading</b>		
<ol style="list-style-type: none"> <li>1. Darian Rodriguez Heyman. Nonprofit Fundraising 101: A Practical Guide to Easy to Implement Ideas and Tips from Industry Experts 1st Edition – 2019, 91 p.</li> <li>2. Bruce R. Hopkins. The Law of Fundraising, 2016 Supplement – 2018, 235 p.</li> </ol>		

**Recommended reading**

1. Tempel Eugene R., Seiler Timothy L., Burlingame Dwight F. *Achieving Excellence in Fundraising*, 4th Ed. — Jossey-Bass, 2018. — 581 p. — (Essential Texts for Nonprofit and Public Leadership and Management). — ISBN 10 1118853822, 13 978-1118853825.
2. Bennett Roger. *Nonprofit Marketing and Fundraising: A Research Overview* Routledge, 2018. — 116 p. — (State of the Art in Business Research). — ISBN 10 1138483370, 13 978-1138483378.

<b>LEADERSHIP IN ORGANISATIONS</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2/14 weeks, 30 hours in class,	3 / Elective	Olena Rudkovska, Lecturer, Practitioner;  Serhii Dubinskyi, Ph.D. (Candidate of Science), Associate Professor	90 hours (15 h. lectures, 15 h. seminars / practical classes, 60h. self-study time)
<b>Course aims:</b> is the formation of students' scientific and professional knowledge in the field of effective leadership, development of psychological culture of the future leader and development of technologies to create and promote the personal brand of the leader, activation of leadership potential as a set of self-management skills				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) form a scientific understanding of the socio-psychological nature of leadership, about modern challenges and requirements for effective leadership;		Lecture, practical classes, discussion		Participation in the discussion, quizzes (CAS)
2) acquaint with the main types of leadership and their manifestations in various spheres of life of the individual and society;		Lecture, practical classes, panel discussion		Participation in the discussion, oral answers, test (CAS)
3) expand students' ideas about their own potential as a leader for further personal and professional development; develop the skills of analytical and critical thinking and understanding, evaluate ideas and proposals, formulate evidence, draw conclusions and summarize arguments, creatively generate new ideas;		Problem lecture, case study in small groups Self-study activities		Participation in the discussion, self-study results' presentation (CAS)
4) form the primary skills of creating and promoting a personal brand of the head.		Problem lecture, discussion, solving calculative tasks		Participation in the discussion, making calculations and explanation of results Analytical problem solving, case study (CAS)
Learning outcomes 1-4				Mid-term control: tests, mini case (CAS)
<b>Assessment</b>				
<b>Final grade (final assessment) as a result of 100% continuous assessment:</b>				
20% Participation in the discussion and quiz				
20% Test (multiple choice, computer)				
30% Calculative tasks (written)				
30% Presentation (oral, multimedia)				
<b>Contents</b>				
Thematic structure of the course:				

1. Leadership as a socio-psychological phenomenon
2. Leadership in organizations
3. Leadership and team
4. Leadership as a mission

### Literature

*Language of teaching Ukrainian*

#### Compulsory reading

1. Белікова Ю.В. Становлення та переваги емоційного лідерства. [Електронний ресурс]. Режим доступу: <http://www.repository.hneu.edu.ua>
2. Кочубей Т. Сучасні теорії лідерства: теоретичний аспект / Т. Кочубей, А. Семенов // Психолого-педагогічні проблеми сільської школи. - 2012. - № 40. - С. 176-184.
3. Теорія і практика формування лідера: навчальний посібник / О.Г. Романовський, Т.В. Гура, А.Є. Книш, В.В. Бондаренко - Харків, 2017. - 100 с. [Електронний ресурс]. Режим доступу: <https://cutt.ly/DgzjMM7>
4. Сергєєва Т.В., Дорін Фестеу, Гейл Роунтрі. Лідерство і командна робота: Навчальний посібник. - Харків: ХНУБА, 2014. - 124 с. [Електронний ресурс]. Режим доступу: <https://cutt.ly/3gzj9HA>
5. Gutmann, M. (ed.) (2019). *Historians on Leadership and Strategy: Case Studies from Antiquity to Modernity* / Springer, 282 p.

#### Recommended reading

1. Нежинська О.О. Основи коучингу: навчальний посібник / О.О. Нежинська, В.М. Тименко. - Київ; Харків: ТОВ «ДІСА ПЛЮС», 2017. - 220 с.: іл.
2. Коляда С.П. Лекції з вибіркової навчальної дисципліни «Лідерство» підготовки фахівців ступеня вищої освіти «Магістр» галузі знань 07 «Управління та адміністрування» спеціальності 073 «Менеджмент» / укл. С.П. Коляда. - Дніпро: Університет митної справи та фінансів, 2018. - 95 с.
3. Kouzes, J.M., & Posner, B.Z. (2011). *The Five Practices of Exemplary Leadership 2nd Edition. The leadership challenge.*
4. Buffett, H. W., & Eimicke, W.B. (2018). *Social Value Investing A Management Framework for Effective Partnerships.* Columbia University Press.

*Language of teaching English*

#### Compulsory reading

- 1 Gutmann Martin (ed.) (2019). *Historians on Leadership and Strategy: Case Studies From Antiquity to Modernity* / Springer, 2019. — 282 p.
2. Thomas M. (2003). *Mastering People Management: Build a successful team - motivate, empower and lead people.* Financial Times/ Prentice Hall, 2003. – 241 p.

#### Recommended reading

1. Charteris-Black Jonathan (2006). *The Communication of Leadership: The Design of Leadership Style* / Routledge, 2006. — x, 250 pages. — (Routledge Studies in Linguistics).
2. Harrison E. Bruce, Muhlberg Judith (2014). *Leadership Communications: How Leaders Communicate and How Communicators Lead in Today's Global Enterprise* / Business Expert Press, 2014. — 300 p. — (Public Relations Collection).
3. Renz D.O. The Jossey-Bass (2016). *Handbook of Nonprofit Leadership and Management* / Wiley, 2016. — 809 p.



<b>BRAND MANAGEMENT</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3 / 14 weeks, 40 hours in class	4 / Elective	Tetiana Mishustina, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. seminars/practical, 80h. self- study time)
<b>Course aims</b> are to provide students with theoretical knowledge and practical skills for creating and managing brands in order to achieve maximum impact of the company.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) develop a company brand strategy and find successful ways to implement them;  2) identify the values of the brand;  3) investigate the factors of brand influence on various target audiences;  4) identify ideas, concepts and benefits of every single brand;  5) conduct market research in order to create brand values;  6) to be able to position a brand;  7) identify indicators to measure the effectiveness of the brand;  8) to form a brand image in the short and long run. Learning outcomes 1-8		Lecture, practical classes, workshop, supervised project work Practical classes, discussion, case study  Tutorials, self-study activity, supervised project work Lecture, practical classes, supervised project work  Lecture, practical classes, internet search, self-study activities, project work Case study in small groups Problem lecture, practical classes, resolve problems Lecture, practical classes, project work		Participation in the discussion, research project (CAS)  Presentation, case study (CAS) Essay, research project (CAS) Research project (CAS)  Presentation, participation in the discussion, research project (CAS) Peer small group presentation, research project (CAS)  Case study  Essay, presentation (CAS)  Research project (CAS) Mid-term control (CAS)
<b>Assessment</b>				
<b>Final grade (final assessment) as a result of 100% continuous assessment:</b>				

10% Participation in the discussion  
 10% Essay (written)  
 20% Presentation (oral, multimedia)  
 30% Research project  
 30% Mid-term control (case study)

### Contents

#### Thematic structure of the course:

##### Module 1. To create brand

1. Subject and tasks of the course
2. Brand assets
3. Market research in brand management
4. Brand modelling

##### Module 2. Brand management

5. Brand strategy of the enterprise
6. Brand positioning and management of its assets
7. To monitor the effectiveness of the brand and brand management

#### Literature

##### Compulsory reading

1. Домнин В. Н. Брендинг: учебник и практикум для бакалавриата и магистратуры / В. Н. Домнин. – М.: Издательство Юрайт, 2019. – 411 с. – (Серия: Бакалавр и магистр. Академический курс). (базовий підручник)
2. Аакер Д. Создание сильных брендов: пер. с англ., 2-е издание. /Д. Аакер - М.: Издательский Дом Гребенникова, 2012.
3. Джозеф Ле Пла Ф. Интегрированный брендинг. / Ф. Джозеф Ле Пла, Линн М. Паркер. — М.: Изд. Дом «Олма-пресс», 2009. — 318 с.
4. Дуглас В.П. Бессознательный брендинг. Использование в маркетинге новейших достижений нейробиологии. – М.: Азбука, 2019. – 320 с. Темпорал Пол. Эффективный бренд-менеджмент. / Пол Темпорал. — СПб.: Изд. Дом «Нева», 2012. — 319 с
5. Уиллер А. Индивидуальность бренда. Руководство по созданию, продвижению и поддержке сильных брендов. – М.: Альпина Паблишер, 2019. – 236 с.
6. Чернатони де Л. От видения бренда к оценке бренда. Стратегический процесс роста и усиления брендов / Чернатони де Л.; [перевод с англ. – агентство переводов «Сван»]. – М.: ОО «Группа ИДТ», 2007.

##### Recommended reading

1. Advertising and Integrated Brand Promotion, 8th Edition by O'Guinn Allen Close Scheinbaum Semenik, 2019
2. Clifton, R. and Simmons, J. Brands and Branding. The Economist. 2007. 273 p.
3. Годин А.М. Брендинг: Учебное пособие. - 2-е изд., перераб. и доп./ А.М. Годин. - М.: "Дашков и К", 2006.
4. Головлева Е.Л. Информационно-аналитическое обеспечение массовых коммуникаций: монография / Е.Л. Головлева, Л.В. Мрочко. – М.: Изд-во Московского гуманитарного университета, 2019. – 212 с.
5. Д'Алессандро Девид. Войны брендов. / Девид Д'Алессандро — СПб.: Питер, 2009. — 221с.
6. Капферер Жан-Ноэль. Бренд навсегда: создание, развитие, поддержк ценности бренда / Жан-Ноэль Капферер; пер. с англ. Е.В. Виноградовой/под общ.ред. В.Н. Домнина. – М.: Вершина, 2007.
7. Пашутин С.Б. Как создать национальный бренд: практическое пособие/ С. Б. Пашутин. - М: КноРус, 2007.
8. Рэнделл Дж. Брендинг: Краткий курс. / Дж. Рэнделл— М.: Фин-Пресс, 2013.

9. Тамберг В.В. Брендинг в розничной торговле. Алгоритм построения «с нуля» / В. В. Тамберг, А. В. Бадьин. – М.: Эксмо, 2008 – 224 с.
10. Торстен Нильсон. Конкурентный брендинг. / Нельсон Торстен — СПб.: Питер, 2008. — 207 с.
11. Траут Джек. Большие бренды — большие проблемы. Учитесь на чужих ошибках. / Джек Траут — СПб.: Питер, 2006. — 240 с.
12. Хейг М. Крупнейшие ошибки брендинга / М. Хейг Пер. с англ. — СПб.: Нева, 2003. — 191 с.
13. Чармэссон Г. Торговая марка: как создать имя, которое принесет миллион. / Г. Чармэссон — СПб.: Питер, 2007. — 224 с.
14. Шарков Ф. И. Брендинг и культура организации (управление брендом как элементом культуры организации). /Ф. И. Шарков— М.: Соц. Отнош.: Перспект., 2008. — 266 с.
15. Элвуд Айен. Основы брендинга. / Айен Элвуд — М.: Изд.-торг. Дом «Гранд», 2006. — 336 с.
16. Burmann, C Identity-Based Brand Management / Burmann, C., Riley, N.-M., Halaszovich, T., Schade, M. Switzerland: Springer Nature, 2017
17. Wheeler A. Designing brand identity: an essential guide for the entire branding team (2018). John Wiley & Sons, Inc., Hoboken, New Jersey. 339 p.

*Language of teaching English*

**Compulsory reading**

1. Kapferer J.N. The New Strategic Brand Management, 4th edition. — London: Kogan page, 2008. — 577 p.
2. Jean-Noël Kapferer, Joachim Kernstock, Tim Oliver Brexendorf, Shaun M. Powell Advances in Luxury Brand Management, Palgrave Macmillan, 2017. — 256 p. — ISBN 978-3-319-51126-9
3. Anholt Simon. Competitive Identity: The New Brand Management for Nations, Cities and Regions, New York: Palgrave Macmillan, 2007. — 147 p.

**Recommended reading**

1. Kelley L.D., Jegenheimer W.D., Sheehan K. Advertising Media Planning: A Brand Management Approach, 4th Edition. — Routledge, 2015. — 360 p. — ISBN 978-0765640895.
2. Overfield E. Pro SharePoint 2013 Branding and Responsive Web Development Apress, 2013. — 580 p.

<b>PERSONAL DEVELOPMENT TECHNOLOGIES</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/14 weeks, 30 hours in class	3 / Elective	Anatolii Terebii, Lecturer, MBA, Practitioner	90 hours (15 h. lectures, 15 h. seminars/practical, 60 h. self-study time)
<b>Course aims:</b> The aim of the discipline is to create conditions for social, cultural and professional self-determination of the individual by raising the level of psychological culture, awareness of their own individuality and mastery of the mechanisms of self-knowledge, self-development and self-realization.				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
1) know modern theories and concepts of self-knowledge and self-development of the individual;		Problem solving, case-study analysis, simulation methods, Webquest (educational web-quest)	Participation in imitation prayer, problem solving, work with Internet information resources (CAS)	
2) understand the importance of self-knowledge and self-development in human life;		Lecture with elements of training, discussion of lecture materials and studied literature sources, seminar-debate, problem solving, analysis of specific situations (case-study),	Participation in the discussion, work in a training group, solving problem situations (CAS)	
3) know the main areas of self-knowledge and self-development;		Work in microgroups, seminar-solution of situational problems (case-study), project work, parable analysis	Oral answers to questions, solving situational problems and discussing parables (CAS)	
4) know the ways of professional self-knowledge and creating conditions for career success;		Meditation, work in microgroups, Mind Mapping	Participation in meditation, oral answers to questions, creation of mental maps (CAS)	
5) understand the motives, methods, whole mechanisms of self-knowledge and self-development;		5) Role play, solving situational problems, working in pairs to solve problems	Participation in a role play, solving problems using software, participation in discussions in small groups (CAS)	

<p>6) know the socio-psychological approaches and diagnostic methods of self-knowledge and self-development;</p> <p>7) understand the importance of the psychologist's activities to increase potential resources and adaptive capabilities of man;</p> <p>8) be able to identify and analyze the determinants of changes in mental states, mental phenomena, behavioral manifestations of personality in different life situations;</p> <p>9) to determine the personal components of the ways of self-knowledge and self-development;</p> <p>10) be able to carry out diagnostic measures to interpret the manifestations of personality;</p> <p>11) to carry out complex psychological measures for the development of personal strategies of self-knowledge, self-development, self-realization</p>	<p>Information maze (basketball method), frame technology</p> <p>Brainwriting, collective design, "Fishbone"</p> <p>Facilitation methods, seminar-dialogue, problem solving, project work, Internet search, group work</p> <p>Problem lecture, discussion on lecture materials and seminar-dialogue, problem solving, work in microgroups, presentations</p> <p>Solving problem situations, seminar-solving situational problems, analysis of specific situations (case-study), simulation methods</p> <p>Protection of projects, solving situational problems (case-study), presentations Graphic facilitation</p>	<p>Participation in the information maze, filling and analysis of slots (CAS)</p> <p>Exchange of ideas during Brainwriting, participation in collective design, graphic research of problem situations (CAS)</p> <p>Participation in facilitation technologies, participation in seminar-dialogue, problem solving, research project, evaluation of group presentations (CAS)</p> <p>Oral answers to questions, problem solving (problem situations), evaluation of the presentation (CAS)</p> <p>Participation in imitation play, problem solving (problem situations) (CAS)</p> <p>Protection of creative projects, solving situational problems, group work with graphics cards (CAS)</p>
<p><b>Assessment</b></p> <p><b>Final grade (final assessment) as a result of 100% continuous assessment:</b></p> <p>30% Participation in the discussion</p> <p>20% Problem solving, work in training group</p> <p>30% Creative project</p> <p>20% Presentation (oral, multimedia)</p>		

## Contents

### **Thematic structure of the course:**

Module I. Theoretical aspects of the problem of personal self-development

1. Theoretical approaches to the problem of personal self-development in the system of human sciences.

Topic 2. Psychological determinants of personal self-development and the formation of the subject of self-development

3. Self-assessment and regulatory operations in self-development.

4. Formation of readiness for change and self-development.

5. Destructive attitudes and their impact on the process of self-development.

6. Means of forming personal reality in the process of self-development: positive programming, mental cleansing, visualization techniques, affirmations.

7. Psychological principles of personal self-development

Module II. Practically-oriented technologies of personal self-development

8. Basic techniques of personal self-development.

9. Self-management as the main component of personal self-development.

10. Goal formulation - the path to successful self-organization and self-development.

11. The concept of motivation and its role in shaping the ability of the individual to self-development.

12. Punctuality and its significance in the system of personal values.

13. Assessment of the individual's attitude to time.

14. Basic principles and technologies of time management.

### **Literature**

*Language of teaching Ukrainian*

#### **Compulsory reading**

1. Олійник І.В. Психологічні основи саморозвитку особистості (конспект лекцій). – Д.: УАН, 2020 р.

2. Безпалько О, Савич Ж. Спілкуємось та діємо: навчально-методичний посібник. - К.: Навчальна книга, 2002.

#### **Recommended reading**

1. Зеер З.Ф., Рудей О.А. Психология профессионального самоопределения в ранней юности. - М.: МПСИ / Воронеж: МОДЗК, 2008. - 256с

2. Игры - обучение, тренинг, досуг. На пути к совершенству. Искусство экспромта /под ред. Петрусинского В.В. - М.: Новая школа, 1995. - 96с.

3. Козлов Н.И. Лучшие психологические игры и упражнения. - Переиздание. - Екатеринбург: Изд-во АРД ЛТД, 1997. - 144 с.

4. Кон И.С. В поисках себя. Личность и самосознание. - М.: Политиздат, 1984. - 336с.

5. Крайг Г. Психология развития. - СПб: Питер, 2000. - 992с.

6. Максименко Ю.Б., Ильина Т.Б. Некоторые техники социально-психологического тренинга. - Донецк, 1994. - 18 с.

7. Методичні рекомендації по проведенню тренінг - курсу для підлітків- лідерів з питань просвітницької роботи щодо здорового способу життя. Програма міністерства освіти і науки України /ПРООН/ЮНЕЙДС “Сприяння просвітницькій роботі “рівний - рівному” серед молоді України щодо здорового способу життя” / Автори упорядники С.О.Свириденко, Г.Г.Ковганич. - К.: 2001. - 57 с.

8. Общая психодиагностика. - (Методические указания). /Автор- составитель О. В. Белова. - Новосибирск: Научно-учебный центр психологии НГУ, 1996.

9. Пинт А.А. Самоисследование - ключ к высшему Я. Понимание себя. - М.: Ин-т психотерапии, 2001. - 256с.

10. Практическая психология в тестах, или как научиться понимать себя и других. - М.: АСТ-ПРЕСС Книга, 2003. - 400 с.

11. Профессиональная самореализация личности в современном обществе /под ред. Федосенко Е.В. - СПб: Речь, 2009. – 128 с.
12. Смит Мануэль Дж. Тренинг уверенности в себе. - СПб.: ООО «Речь», 2001. - 244 с. - (Серия «Психологический тренинг»).
13. Франкл В. Человек в поисках смысла. - М.: Прогресс, 1990. - 368с.
14. Харин С.С. Искусство психотренинга. Заверши свой гештальт. - Мн.:
15. Цзен Н.В., Пахомов Ю.В. Психотренинг: игры и упражнения. - М., 1988.
16. Mitchell Dave. The Power of Understanding Yourself: The Key to Self-Discovery, Personal Development, and Being the Best You Wiley, 2019. — 166 p. — ISBN 10 1119516331, 13 978-1119516330.
17. Hasson Gill. Productivity: Get Things Done and Find Your Personal Path to Success Capstone, 2019. — 116 p. — ISBN 9780857088055.

### *Language of teaching English*

#### **Compulsory reading**

1. Linman D. Self-Management Skills for Employees, or How to Be a Productive Employee [Electronic resource]. – Access mode: <http://www.mymanagementguide.com/self-management-skills-for-employees-or-how-to-be-a-productive-employee>.
2. How to Get Control of Your Time and Your Life // Перевод Ю. Емельянов, Н. Емельянова. Редактор и корректор А. Медведев. – М. : Агентство «ФАИР», 1996 // [Электронный ресурс] : – Режим доступа : <http://skyfamily.ru/books/alan/>

#### **Recommended reading**

1. Robertson, I. T. and Smith, M. (2001). Personnel Selection, Journal of Occupational and Organisational Psychology, vol. 74. no. 4, pp. 441–72.
2. Ross Lee, Nisbett Richard. The Person and the Situation: Perspectives of Social Psychology, 2 edition. — Pinter & Martin Ltd, 2011. — 320 p. — ISBN-10 1905177445; ISBN-13 978-1905177448.

<b>BUSINESS ETIQUETTE AND INTERNATIONAL PROTOCOL</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2/14 weeks, 30 hours in class	3 / Elective	Iryna Shkura, Ph.D. (Candidate of Science), Associate Professor	90 hours (15 h. lectures, 15 h. seminars/practical, 60 h. self-study time)
<b>Course aims:</b> to help students to understand the role of business etiquette and international protocol in the modern business communication and negotiation activity, the nature of many differences in cross-cultural behaviour, the rules of organizing social and professional relations, collective and individual behaviour, etiquette as an international “language” and rules in fast changing international business communication, the types of etiquette depends on a region and country, the position of the people, the profession etc.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
Students will be able to understand and evaluate data relevant to the etiquette, analyse and categorise concepts and theories and possess subject-specific terminology applicable in a business setting. On completion of the module, students will: 1) understand the role of etiquette in modern business practices, moral relations of rational-emotional sphere; 2) be able to list the structural elements of etiquette, its functional organization and arrangement of social and professional relations, collective and individual behaviours; 3) be able to apply cultural stereotypes of social and professional communication, to build the effective relationships in business practices, media, communities and groups; 4) be able to develop their own culture of business communication; 5) be able to achieve personal success in future careers by understanding the rules of etiquette and international protocol.		Interactive lecture, seminars, discussion on the basis of lecture materials and students’ reading Lecture, seminar, self-study activities  Seminars, role play, mini cases in small groups  Role play, presentation  Seminars, self-study activities, class discussion		Participation in the discussion, oral answers to questions, written test (CAS)  Student reports assessment, test (CAS)  Participation in the role play, Presentation (CAS)  Participation in the role play, peer small group presentation (CAS) Participation in the discussion, test, practical skills assessment (CAS) Mid-term control: written tests, mini case (CAS)
Learning outcomes (1-3)				
<b>Assessment</b>				
<b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 10% Participation in the discussion 10% Participation in the role play				



40% Presentation (oral, multimedia)  
40% Mid-term controls (written multiple choice tests, mini case)

### Contents

#### Thematic structure of the course:

1. The top ranking and place of the course "etiquette and basics of international protocol" in international business relations;
2. Etiquette in international correspondence and the use of different ways and tools of communication;
3. International image through appearance and business clothing.
4. Business meeting and delegation according to etiquette and international protocol;
5. International negotiations in accordance to the etiquette and protocol;
6. Overcoming conflicts within etiquette and international protocol;
7. Culture of having meals during the day and at special events as for national and international etiquette;
8. Diplomatic etiquette and protocol.

#### Literature

##### *Language of teaching Ukrainian*

#### Compulsory reading

1. Беліченко А.Г. Етика ділового спілкування/ А.Г. Беліченко, Воронкова В.Г. - Львів: Магнолія, 2018 - 312 с.
2. Калашник Г. Вступ до дипломатичного протоколу та ділового етикету: навч. посіб. — К.: Знання, 2007. — 143с.
3. Гестеланд, Р.Р. Кросс-культурное поведение в бизнесе.-Д.: ООО «Баланс-Клуб», 2003.-288с.
4. Игнатъева Е. Международный деловой этикет на примере 22 стран. Учебн/ пос./.- М., 2020.

#### Recommended reading

1. Жернакова М.Б. Деловые коммуникации: Учебник и практикум. - М., Юрайт, 2016.
2. Martin, J., & Chaney, M., 2008, "Global Business Etiquette", Greenwood press.
3. Sabath Ann Mary. Business Etiquette. 101 ways to conduct business with charm and savvy, 2013 380 p.
4. Bowman Judith. Don't Take The Last Donut. New Rules of Business Etiquette, The Career Press Inc., 2007. — 225 p. — ISBN-10: 1-56414-929-3, ISBN-13: 978-156414-929-9.

##### *Language of teaching English*

#### Compulsory reading

1. R. J. Thomas (2017). Excuse Me: the survival guide to modern business etiquette.
2. Pachter B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, 256 p.
3. L. Beamer, I. Varner. (2012). Intercultural communication in the global workplace
4. R. Gesteland (2012). Cross-Cultural Business behavior, Copenhagen BS Press, 5<sup>th</sup> edition

#### Recommended reading

1. Dyad'ko Y., Kosyakina E. (2013). Etiquette and Basics of International Protocol: textbook / Y. Dyad'ko, E. Kosyakina. – Dnipropetrovs'k: Alfred Nobel University, 124 p.
2. Martin, J., & Chaney, M., (2008). Global Business Etiquette, Greenwood press.
3. Slater, C. (2008). Good Manners and Bad Behaviour, Matador.

<b>MANAGEMENT OF CHANGES</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3/14 weeks, 40 hours in class	3 / Elective	Svitlana Palahiv Lecturer, Practitioner;  Serhii Novikov Lecturer, Practitioner	120 hours (20 h. lectures, 20 h. seminars / practical classes, 80 h. self-study time)
<b>Course aims:</b> The purpose of formation of future specialists of modern system thinking and a set of special skills, practical knowledge and skills to organize the process of change management				
<b>Learning outcomes</b>  On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
1) ability to adapt and act in a new situation; 2) ability to abstract thinking, analysis, synthesis; 3) ability to learn and master modern knowledge 4) demonstrate skills of analysis and adaptation to new conditions, openness to new knowledge; 5) identify opportunities for personal and professional development during change. Learning outcomes 1-5		Tutorials, self-study activity  Lecture, tutorials  Internet search, self-study activities  Problem lecture, case study in small groups  Problem lecture, discussion	Participation in the role play (CAS)  Essay, test (CAS)  Participation in the discussion (CAS) Presentation (CAS)  Role-playing games (CAS)  Peer small group presentation (CAS)  Mid-term control: mini case (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 10% Participation in the discussion 10% Participation in the role play 10% Test (multiple choice, computer) 20% Essay (written) 20% Presentation (oral, multimedia) 30% Mid-term control (computer multiple choice tests, mini case)				
<b>Contents</b>				
<b>Thematic structure of the course:</b> Module 1. The essence and stages of the change management process 1. Management of development and features of processes of organizational changes in modern conditions 2. The concept and strategy of change management 3. Features of change management at the stages of the life cycle of the enterprise				

4. Team changes
- Module 2. The mechanism of implementation of changes
5. Power and leadership styles in change management
6. Development of the organization and problems of change resistance management
7. Change management in the strategic development of the organization
8. Mechanisms of adaptive change management: methodological approaches and organizational decisions

### **Literature**

*Language of teaching Ukrainian*

#### **Compulsory reading**

1. Виханский О.С. Менеджмент / О.С. Виханский, А.И. Наумов. - 3-е изд. - М. : Гайдарики, 2010. - 320 с.
2. Камерон К. Диагностика и изменение организационной культуры / К. Камерон, Р. Куинн. – СПб.: ПИТЕР, 2001. – 220 с.
3. Майк Грин. Управление изменениями : пер. с англ. / Майк Грин. – СПб.: ДК, 2007. - 360 с.
4. Сенге П. Танец перемен: новые проблемы самообучающихся организаций / П. Сенге, А. Клейнер, Ш. Роберте и др. – М., 2003. – 160 с.
5. Харрингтон Д. Оптимизация бизнес-процессов. Документирование, анализ, управление, оптимизация / Д. Харрингтон, К. Зсселинг, Х. Нимвеген. – СПб., 2002. – 650 с.
6. Широкова Г.В. Управление организационными изменениями: учеб. пособие / Г.В. Широкова. – СПб. : Изд. дом С.-Петербур. гос. ун-та, 2005. – 330 с.

#### **Recommended reading**

1. Адизес И.К. Управление жизненным циклом корпорации / И.К. Адизес / пер. с англ. Под науч. Ред. А.Г. Сеферяна. – СПб, Питер, 2011. – 384 с.
2. Адизес И.К. Управление изменениями / И.К. Адизес / пер. с англ. – СПб, Питер, 2011. – 224 с.
3. Грибик І.І. Управління змінами / І.І. Грибик, Й.С. Ситник, Н.В. Смолінська. – Львів: Вид во Нац. ун-ту «Львів. політехніка», 2008. – 180 с.

*Language of teaching English*

#### **Compulsory reading**

1. Anderson Dean, Ackerman Anderson Linda. Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership, Second Edition
2. 2nd edition. — John Wiley & Sons, 2010. — 320 p.
3. Burnes B. Managing Change 7th edition. — Pearson, 2018. — 673 p.
4. Nickerson J.A. Leading Change in a Web 2.1 World: How Changecasting Builds Trust, Creates Understanding, and Accelerates Organizational Change Brookings Institution Press, 2010. - 148 p.

#### **Recommended reading**

1. Appelo J. Management 3.0. Leading Agile Developers, Developing Agile Leaders Bearson Education, Inc, 2011.
2. Carnall Colin. Managing Change in Organizations 5th ed. — England: Financial Times Management Publ., 2007. — 365 p.
3. Green M. Change Management Masterclass: A Step-By-Step Guide to Successful Change Management London: Kogan Page Publ., 2007. — 273 p.

4. McMillan Elizabeth. Complexity, Management and the Dynamics of Change Routledge, 2008. — 256 p.
5. Tung Portia. The Dream Team Nightmare: Boost Team Productivity Using Agile Techniques The Pragmatic Programmers, 2013. — 304 p.

<b>INNOVATIVE DEVELOPMENT OF THE ENTERPRISE</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	4/14 weeks, 40 hours in class	4/ Elective	Serhii Dubinskyi, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. practicals, 80 h. self-study time)
<p><b>Course aims:</b> Students educated in mechanisms of innovative development of economic systems management, securing high result of shaping and usage of enterprises` potential, efficiency of investments into innovations; acquiring skills in giving prove to directions of foreground innovative development and alternative variants executive decisions.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
<p>1) apply fundamental categories and methods, which innovations and cycle of economy development;</p> <p>2) use modern methodological approaches to give prove to the directions of foreground innovative development taking into account the needs and specific characteristics of national economy;</p> <p>3) collect and systematize marketing data for selecting target markets, measuring and predicting of demand, positioning of innovative items;</p> <p>4) identify and assess risks of innovative activity, and also to control their level by means of tools of risk-management;</p> <p>5) assess state, dynamics, efficiency of usage of innovative potential by an enterprise and ground foreground directions of its aggregation.</p> <p>Learning outcomes 1-5</p>		<p>Lectures, practical classes, self-study activities, workshop</p> <p>Lectures, practical classes, self-study activities, case study in small groups</p> <p>Lectures, practical classes, self-study activities, workshop</p> <p>Practical classes, self-study activities, supervised project</p> <p>Practical classes, case study in small groups, workshop</p>		<p>Participation in the workshop, presentation (CAS)</p> <p>Presentation, case study (CAS)</p> <p>Participation in the workshop, presentation (CAS)</p> <p>Project (CAS)</p> <p>Participation in the workshop, case study (CAS)</p> <p>Mid-term control: tests, essay (CAS)</p>
<p><b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b></p>				

30% Participation in the discussion  
 20% Participation in the business play  
 20% Case study presentation  
 10% Essay (written)  
 20% Presentation (oral, multimedia)

### Contents

#### Thematic structure of the course:

#### Module 1. Conceptual basics of innovative economy development

Innovations and cycle of economy development  
 Key concepts of innovative development  
 Measurement of level innovative development and factors of its formation  
 Modern organizational forms of innovative development  
 Infrastructure of market innovation  
 State support of innovation enterprise  
 National innovation systems

#### Module 2. Practical aspects of innovative economy development

Strategy and business model of innovative economy development  
 Innovation potential of enterprise  
 Investment provision of innovative economy development  
 Risks in innovation and management

### Literature

*Language of teaching Ukrainian*

#### Compulsory reading

1. Мойсеєнко І. П. Інституційні основи регулювання інноваційного розвитку [Електронний ресурс] / І. П. Мойсеєнко // Інноваційна економіка. - 2019. - № 1-2. - С. 25-32. - Режим доступу: [http://nbuv.gov.ua/UJRN/inek\\_2019\\_1-2\\_4](http://nbuv.gov.ua/UJRN/inek_2019_1-2_4)
2. Свидрук І. І. Психологічні передумови формування інноваційного стилю управління розвитком персоналу [Електронний ресурс] / І. І. Свидрук // Вісник Одеського національного університету. Серія: Економіка. - 2019. - Т. 24, Вип. 6. - С. 105-109

#### Recommended reading

1. Психологічні передумови формування інноваційного стилю управління розвитком персоналу [Електронний ресурс] / І. І. Свидрук // Вісник Одеського національного університету. Серія : Економіка. - 2019. - Т. 24, Вип. 6. - С. 105-109.
2. Основи підприємництва: теорія і практика: Навч. посіб / В.Г.Воронкова, А.Г. Беліченко, В.О. Желябін та ін. – Л.: Магнолія, 2009. – 454 с.
3. Шушкова Ю. В. Узагальнення інструментів світового досвіду державної політики інноваційного та технологічного розвитку економіки [Електронний ресурс] / Ю. В. Шушкова // Економіка та держава. - 2019. - № 11. - С. 20-24.
4. Laixiang Sun Ownership and Governance of Enterprises. Recent Innovative Developments, New York: Palgrave Macmillan, 2003, ISBN 1-4039-1633-0 – Access mode: <http://web.a.ebscohost.com.ezproxy.wales.ac.uk:2048/ehost/pdfviewer/pdfviewer?vid=3&sid=9fe0219b-a90e-49d5-82db-b731d8d7b9b0%40sessionmgr4010&hid=4212>
5. Mykoliuk O., Prylepa N. Management of innovative development of enterprises in the context of a choice of energy security strategy. Innovative technologies and scientific solutions for industries. 2018. No. 3 (5). P. 114-121.

*Language of teaching English***Compulsory reading**

1. Rodriguez Edgard R. *Small-Scale Enterprises in Developing and Transitional Economies* New York and London, 2002. – 319 p.

2. Lukianchuk, O., Tkachuk, T. (2019). Innovative development of enterprise: essence, factors, element of economic security. Organizational-economic mechanism of management innovative development of economic entities : collective monograph, Higher School of Social and Economic, Vol. 3, p. 31-39.

3. Palumbo F., Montanari A., Vichi M. *Data Science: Innovative Developments in Data Analysis and Clustering*, Springer, 2017. — 360 p. — ISBN 978-3319557229.

4. Chavez T.H. (Ed.) *Small Business Innovation Research and Small Business Technology Transfer Programs: Background and Issues*, Science Publishers, Inc., 2015. — 170 p. — ISBN: 1634825322, 9781634825320

**Recommended reading**

1. Laixiang Sun *Ownership and Governance of Enterprises. Recent Innovative Developments*, New York: Palgrave Macmillan, 2003, ISBN 1-4039-1633-0 – Access mode: <http://web.a.ebscohost.com.ezproxy.wales.ac.uk:2048/ehost/pdfviewer/pdfviewer?vid=3&sid=9fe0219b-a90e-49d5-82db-b731d8d7b9b0%40sessionmgr4010&hid=4212>

2. Kukaj Halil The importance of enterprise value assessment in transition economies. // *Academic Journal of Business, Administration, Law & Social Sciences*. Mar 2017, Vol. 3 Issue 1, p. 300-308.

3. *Technology and innovation report (2018)*. <https://aechile.cl/wp-content/uploads/2018/05/Technology-and-Innovation-Report-2018-UNCTAD.pdf>

<b>INTERNSHIP</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Coordinator</b>	<b>Student workload</b>
Ukrainian, English	4 / 4 weeks, 6 hours in class/	6 / Mandatory	Olena Krasovska, Ph.D. (Candidate of Science), Associate Professor	180 hours (6 h. tutorials, 174 hours work at the enterprise)
<p><b>Internship aims:</b> The internship aim is the creation and development of candidate professional ability to make independent decisions in a particular production, the skills of practical work in selected direction or profession, deepening the knowledge of modern technologies and equipment of their current regulatory framework, reducing time to adapt graduates in primary positions.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the Internship, students will be able to:				
<p>1) demonstrate a basic knowledge of different types of organizations and relations between them, occurring changes;</p> <p>2) show understanding of the economic activity organization in an enterprise or organization;</p> <p>3) use in the practice of general laws of economic system functioning in micro-, macro- and mega-levels;</p> <p>4) forecast the demand for certain goods (services) in national and international market;</p> <p>5) demonstrate skills in the use of international information and transnational communications technologies;</p> <p>6) demonstrate understanding of the interaction between market producers (sellers) and consumers (buyers) on the international market;</p> <p>7) justify the use of different types of organizations and the most important elements of their environment to achieve the goal of foreign economic activity;</p> <p>8) interpret economic phenomena and processes underlying problems of the modern global economy properly analyze the causes and economic processes using standard tools of economic science;</p>		<p>Tutorials, self-study activity, work at the enterprise</p> <p>Work at the enterprise, self-study activity</p> <p>Work at the enterprise, self-study activity</p> <p>Self-study activity, internet search, work at the enterprise</p> <p>Self-study activity, writing a report, preparing presentation</p> <p>Work at the enterprise</p> <p>Self-study activity, preparing presentation</p> <p>Work at the enterprise, writing a report</p>		<p>Internship report, presentation (CAS)</p> <p>Internship report, presentation (CAS)</p> <p>Internship report, presentation, comment of a company (CAS)</p> <p>Internship report, presentation (CAS)</p> <p>Internship report, presentation (CAS)</p> <p>Internship report, comment of a company (CAS)</p> <p>Internship report, presentation (CAS)</p> <p>Internship report, comment of a company (CAS)</p>



<p>9) correctly interact with the environment, set priorities for tasks in the international activity, take responsibility for actions and decisions; 10) realize the limits of their own knowledge and skills and understand need for continuous training (lifelong learning), deepening and updating the acquired knowledge and skills; determine the direction of development and training</p> <p>Learning outcomes 1-10</p>	<p>Work at the enterprise</p> <p>Work at the enterprise, self-study activity, writing a report</p>	<p>Comment of a company (CAS)</p> <p>Internship report, presentation (CAS)</p> <p>Final assessment (FAS)</p>
<p><b>Assessment</b></p> <p><b>Final grade (final assessment) as a result of 100% continuous assessment:</b></p> <p>20% Comment of a company 50% Report 30% Presentation</p>		
<p><b>Contents</b></p>		
<ol style="list-style-type: none"> <li>1. Understanding of an expert in economic relations role in enterprise activity</li> <li>2. Research the national / international market of goods, which has an enterprise (company) and its environment</li> <li>3. The principles of and participate in the formation of the international marketing policy of the enterprise (product, price, communication, distribution)</li> <li>4. Forecast the demand for certain goods (services) on international market</li> <li>5. Use of international information and transnational communications technologies in negotiation</li> <li>6. Generation new ideas (creativity) in field of international economic relations</li> <li>7. Internship report presentation</li> </ol>		
<p style="text-align: center;"><b>Literature</b></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Міжнародний бізнес [Текст]: українська бізнес-енциклопедія / Л. А. Віднійчук-Вірван, Н. В. Вірван. - Чернівці : Наші книги, 2008. - 376 с.</li> <li>2. Міжнародний бізнес [Текст] : підруч. для студ. вищ. навч. закл. / В. А. Вергун [та ін.]; наук. ред. В. А. Вергун; Київський національний ун-т ім. Тараса Шевченка. - К. : ВПЦ "Київський університет", 2007. - 500 с.</li> <li>3. Міжнародний бізнес: участь підприємств і підприємців [Текст] : навч. посіб. / Мазнєв Г. Є., Лагода Т. О., Пипіна Т. Є., Калініченко С. М. ; Харк. нац. техн. ун-т сільськ. госп-ва ім. П. Василенка, Навч.-наук. ін-т бізнесу і менедж. - Х. : Міськдрук, 2010. - 84 с.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Міжнародний бізнес [Текст]: конкуренція на глобальному ринку / Ч. В. Гіл ; пер. з англ. А. Олійник, Р. Ткачук. - К.: Видавництво Соломії Павличко "Основи", 2001. - 854 с.</li> <li>2. Міжнародний бізнес та менеджмент: проблеми та перспективи в умовах глобалізації [Текст] : матеріали міжнар. наук.-практ. конф. (до 20-річчя ф-ту міжнар. бізнесу та менеджменту) / ред. кол. Ю. П. Гуменюк [та ін.] ; Тернопільський національний економічний ун-т. Факультет міжнародного бізнесу та менеджменту. - Т. : ТНЕУ : Економічна думка, 2008. - 616 с.</li> <li>3. Міжнародний бізнес: теорія і практика [Текст] : монографія / Н. Р. Лисиця [та ін.]. - Х. : ХНЕУ, 2008. - 140 с. - Бібліогр.: с. 130-138.</li> <li>4. Shindler D., Babbitt M. 21st Century Internships. How to get a job before graduation Bookboon, 2013. — 56 p. — ISBN 978-87-403-0420-6.</li> </ol>		

Language of teaching English

**Compulsory reading**

1. Zámbořský Peter. International Business and Global Strategy, Bookboon, 2016. — 144 p. — 978-87-403-1195-2
2. Cullen J.B., Parboteeah K.P. International business: strategy and the multinational company Routledge, 2010. — 529 p. — ISBN 0-203-87941-4.

**Recommended reading**

1. Rugman Alan M. International Business — Pearson Education, 2015. — 765 p. — ISBN 0273760971, 978-0273760979.
2. Katsioloudes M., Hadjidakis S. International Business A Global Perspective, Routledge, 2007. — 728 p. — ISBN 978-0-7506-7983-1; ISBN 0-7506-7983-2

**Structure of the Study Programme Master of Business Administration**

		Semesters			
		1	2	3	4
		Teaching Units (Courses), ECTS*			
		Mandatory			
Core courses	16	5			5
Professional courses		4		12	4
<b>TOTAL</b>	<b>16</b>	<b>9</b>		<b>12</b>	<b>9</b>
		Teaching Units (Courses) Elective**			
		Professional courses 50 ECTS			
		Internship 6 ECTS			
		Master's Thesis 18 ECTS			
<b>TOTAL</b>	Mandatory 46	Elective 50		Internship 6	Master's Thesis 18

\*One ECTS credit = 30 academic hours.

\*\*There are no restrictions of choice for students within each elective block.

The only requirement for the student is to obtain the determined number of credits for each elective block