

**ALFRED NOBEL UNIVERSITY, DNIPRO**

**STUDY PROGRAMME  
ECONOMICS OF BUSINESS (Master's degree)**

**COURSE CATALOGUE**

**2020-2021 academic year**

**Dnipro 2020**

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## MANDATORY COURSES

<b>INTERNATIONAL 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, 42 hours in class	6 / Mandatory	Sergii Kuzminov, Doctor of Science, Professor	180 hours (28 h. lectures, 14 h. seminars / practical, 138 h. self-study time)
<p><b>Course aims:</b>            International macroeconomics as a science examines:            International Monetary and Financial System            Foreign exchange rate and balance of payments            An analysis of international financial markets            Regulation of national economy by international financial organizations</p>				
<b>Learning outcomes</b>			<b>Teaching methods, teaching 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) define the main principles of macroeconomic regulation in the global environment;			Lecture, tutorials, discussion	Participation in the discussion, essay (CAS)
2) explain the relationship between macroeconomic policy and changes in key indicators of the national economy;			Lecture, tutorials, individual research	Participation in the discussion, essay, test (CAS)
3) examine the main problems of the national economy related to financial markets, taxation of enterprises engaged in international economic activities, "money laundering".			Lecture, tutorials, self-study activity, internet search	Presentation, essay, test (CAS)
4) analyze and summarize the scientific results obtained by domestic and foreign researchers on international macroeconomics, identify promising areas of development of theory and practice of macroeconomic regulation in the global environment, to compile a program of their own research.			Problem lecture, discussion, Internet search, self-study activities	Participation in the discussion, test (CAS)
5) develop strategies for the behavior of macroeconomic agents in various international markets.			Problem lecture, case study in small groups	Peer small group presentation (CAS)
6) analyze and use various sources of information for economic calculations			Discussion, individual research	Participation in the discussion, essay (CAS)
Learning outcomes 1-3				Mid-term control, essay, presentation, test (CAS)

Learning outcomes 1-6	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> 15% Test (multiple choice, computer) 20% Essay (written) 10% Presentation (oral, multimedia) 15% Mid-term control (computer multiple choice tests, mini case)	
<b>Contents</b> <b>Thematic structure of the course:</b> <ol style="list-style-type: none"> <li>1. Currency and exchange rates</li> <li>2. Currency relations and balance of payments</li> <li>3. Characteristics of the world financial system</li> <li>4. World financial centres</li> <li>5. International currency market</li> <li>6. International credit market</li> <li>7. International securities market</li> <li>8. Features of international taxation</li> <li>9. Offshore centres in the system of international taxation</li> <li>10. Regulation of monetary policy of countries</li> </ol>	
<b>Literature</b> <i>Language of teaching Ukrainian</i> <b>Compulsory reading</b> <ol style="list-style-type: none"> <li>1. Міжнародна макроекономіка: навч. посібник [Текст] / Ю.Г. Козак, Ю.М. Пахомов, Н.С. Логвінова та ін.; за ред. Ю. Г. Козака, Ю. М. Пахомова, Н. С. Логвінової. - вид. 3-тє, перероб. та доп. [Текст] - Київ: Центр учбової літератури, 2017. - 410 с.</li> <li>2. Делен С.А. Мировая экономика: консп. лекцій [Текст] / С.А. Делен. - М.: А-Приор, 2010. - 141 с.</li> <li>3. Патица Н.І. Міжнародні валютно-кредитні відносини: навч. посібник: рек. МОНУ [Текст] / Н.І. Патица. - Київ: Знання, 2012. - 566 с.</li> </ol> <b>Recommended reading</b> <ol style="list-style-type: none"> <li>1. Світова економіка. Загальна характеристика світового співтовариства: [закономірності соціально-економічного розвитку людського суспільства як результат взаємодії ряду факторів, що утворюють матеріальну основу для економічного зростання]. - Електронні дані // Навчальні матеріали онлайн: [електронна бібліотека книг та періодики на різноманітну тематику], 2010-2017. - (Навчальні матеріали онлайн). - Режим доступу: <a href="https://cutt.ly/3gxyjJv">https://cutt.ly/3gxyjJv</a></li> <li>2. Obstfeld, M. &amp; Rogoff, K. (1998), Foundations of International Macroeconomics (The MIT Press), Available at: <a href="https://cutt.ly/wgxyzL1">https://cutt.ly/wgxyzL1</a></li> <li>3. Бестужева С.В. Міжнародні економічні відносини: навч. посіб. [Текст] / С.В. Бестужева; Харк. нац. екон. ун-т. - Х., 2009. - 384 с.</li> <li>4. Боринець С.Я. Міжнародні валютно-фінансові відносини: підручник [Текст] / С.Я. Боринець. - 5-те вид., переробл. і доповн. - К.: Знання, 2008. - 582 с.</li> </ol>	

<b>STRATEGIC 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	1 / 14 weeks, 56 hours in class	6 / Mandatory	Volodymyr Momot, Doctor of Science, Professor	180 hours (28 h. lectures, 28 h. tutorials, 124 h. self-study time)
<p><b>The aim of the course</b> 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</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, 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>				
<p><b>Thematic structure of the course:</b></p> <ol style="list-style-type: none"> <li>1. Genesis, definition, and principles of strategic management</li> <li>2. Organization and environments. Hierarchy and organizational goals</li> <li>3. The market of producer - the market of consumer</li> <li>4. Mission, vision, and strategy. Strategy types. The process of strategy formulation</li> <li>5. Creation of a strategic plan. The integrated process of strategic management. Strategic alliances</li> <li>6. 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</li> <li>7. Strategy implementation - strategic scorecards and resistance overcoming</li> <li>8. Strategy effectiveness</li> </ol>				

9. Organization's strategic development management
10. Factors influencing the process of changes in an enterprise
11. Change management in an enterprise
12. Strategic development of the organization

#### **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 Паблицер, 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 / В. 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. - Северодонецьк: 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.

<b>MANAGEMENT OF BUSINESS 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	1/14 weeks, 56 hours in class	6 / Mandatory	Oksana Koshulko, Ph.D. (Candidate of Science), Associate Professor	180 hours (28 h. lectures, 28 h. seminars / practical, 124 h. self-study time)
<b>Course aims:</b> Students will gain the ability to analyse complex data about the peculiarities of international competitive advantages of different countries, regions and companies that have achieved success in the global markets				
<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) analyse the factors and characteristics of international competitive advantage;		Lectures, seminars, brainstorming	Participation in the discussion (CAS)	
2) understand and research international competitiveness at the national, regional, industry and company levels, and identify ways to enhance it;		Lectures, seminars, case study, discussion	Participation in the discussion and case study (CAS)	
3) make recommendations on the development of the country's policies and company strategies and take practical decisions on international specialization and selecting the most favourable trading and investment partners;		Lectures, seminars, students' reports on their individual research tasks.	Reports on self-study activities, presentation assessment (CAS)	
4) identify and evaluate performance and factors of international competitiveness of companies, products and services to develop programs to improve it.		Lectures, seminars, Internet search, self-study activities	Presentation assessment, reports on self-study activities (CAS)	
Learning outcomes 1-4			Mid-term control: tests, mini case (CAS) Final exam (FAS)	
<b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>				
<b>40% Final exam (a set of written assignments, each assignment includes tasks with open questions and an essay)</b>				
<b>60% Continuous assessment:</b>				
10% Participation in the discussions				
20% Essay/ report (written)				
10% Presentation (oral, multimedia)				
20% Mid-term control (multiple choice tests, calculation tasks, mini case)				
<b>Contents</b>				
<ol style="list-style-type: none"> <li>1. Competition and competitiveness in the market economy.</li> <li>2. Regulation of competition at the national and international levels.</li> <li>3. Current models of competitiveness of national economies.</li> <li>4. International competitiveness of regions.</li> <li>5. Competitiveness of industries in the world economy.</li> <li>6. Factors of competitiveness of companies and ways of enhancing it.</li> </ol>				

## 7. Competitiveness of goods and services in the global markets.

### Literature

*Language of teaching Ukrainian*

### Compulsory reading

1. Маслак О.І., Квятковська Л.А., Кулінічев П.К. Конкуренція: її сутність та особливості в умовах глобалізації // Технологический аудит и резервы производства. - № 3(17), 2014. - С. 57-61.
2. Борисова Т. Феномен міжнародної конкуренції в сучасній економіці / Т. Борисова // Галицький економічний вісник. - 2010. - №2 (27). - С. 34-40.
3. Безпека та конкурентоспроможність економіки України в умовах глобалізації: монографія [О.С. Власюк, А.І. Мокій, О.І. Іляш, В.І. Волошин, М.І. Флейчук, Т.О. Власюк та ін.] / за заг. ред. О.С. Власюка. - К.: НІСД, 2017. - 384 с.
4. Сіваченко І.Ю., Козак Ю.Г., Логвінова Н.С. та ін. Управління міжнародною конкурентоспроможністю підприємств: Кредитно-модульний курс: Навч. посіб. 3-тє вид. - К.: Центр учбової літератури, 2010. - 312 с.
5. Пономаренко В.С., Піддубна Л.І. Управління міжнародною конкурентоспроможністю підприємства: Підручник. - Х.: ВД «ІНЖЕК», 2008. - 328 с.

### Recommended reading

1. Градобитова Л.Д. Теория международной конкурентоспособности государств М. Портера. Учебное пособие. - М.: МГИМО, 1996.
2. Девяткин Е.А. Теория и практика конкуренции: Учебно-методический комплекс. - М.: ЕАОИ, 2008. - 232 с.
3. Портер М. Конкурентная стратегия: Методика анализа отраслей и конкурентов. - М.: Альпина Бизнес Букс, 2005. - 454 с.
4. Портер М. Международная конкуренция. - М.: МО, 1993.
5. Юданов А. Ю. Конкуренция: теория и практика. Учебно-практическое пособие. М.: Изд-во Гном и Д, 2001. - 304 с.
6. Doing Business. Training for Reform. World Bank Group, 2019, 311 p.
7. Miller, T., Kim, A., & Roberts, J. (2019). 2019 Index of Economic Freedom. The Heritage Foundation, 496 p.
8. Schwab, K. (2018). The Global Competitiveness Report 2018. Geneva: World Economic Forum.
9. World Competitiveness Ranking 2018. Country Profile.



<b>PROJECT 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	2/11 weeks, 44 hours in class Course paper	5.5 / Mandatory	Iryna Shkura, Ph.D. (Candidate of Science), Associate Professor	135 hours (22 h. lectures, 22 h. tutorials, 91 h. self-study time), 30 Course paper
<b>Course aims:</b> Providing theoretical-methodological and regulatory provisions on the basics of managing international projects, forming practical skills of searching information about international programs and grants, preparation and submission of applications to international programs, manage projects using international standards				
<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) develop and substantiate of the concept of the project;		Lecture, tutorials, discussion		Participation in the discussion, oral answers to questions (CAS)
2) assess the effectiveness and risks of the project;		Student reports, presentations		Student reports and presentations assessment (CAS)
3) make planning of all phases of the project life cycle;		Practical skills assessment, exercise, self-study activities		Solving problems, explanation solving problems, Case study presentation (CAS)
4) develop cost estimates and project budget;		Tutorials, case study		Practical skills assessment (CAS)
5) apply the tools of quality management system product design;		Guided self-study activities		Participation in the discussion (CAS)
6) use the information and communications technologies for the management of the project, search for information on international programs and grants;		Internet search Roundtable		Student reports (CES)
Learning outcomes 1-6				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 assignments: complex analytical calculative assignment)</b> <b>60% Continuous assessment:</b> 10% Participation in the discussion 20% Solving calculative assignments 10% Round table 10% Report 10% Presentation (oral, multimedia)				
<b>Contents</b>				

**Thematic structure of the course:**

1. International project management: the essence and basic concepts.
2. Management of international project elaboration.
3. Time management of international projects.
4. Value management of international projects.
5. Project procurement management.
6. Project quality management.
7. Risk management of international projects.
8. International project management distinctive features.

**Literature**

*Language of teaching Ukrainian*

**Compulsory reading**

1. Управління міжнародними проектами: навчальний посібник [Електронний ресурс] / І.С. Шкура, Е.М. Лимонова, Г.Я. Глуха, А.С. Магдич. - Дніпро: Університет імені Альфреда Нобеля, 2019. - 124 с.
2. Управління проектами: навчальний посібник / Л.Є. Довгань, Г.А. Мохонько, І.П. Малик. - К.: КПІ ім. Ігоря Сікорського, 2017. - 420 с.
3. Бардиш Г.О. Проектне фінансування: Підручник. - Львів: ЛБІ НБУ, 2006. - 463 с.
4. Бланк І.О., Гуляєва Н.М. Інвестиційний менеджмент: Підручник / А.А. Мазаракі (заг. ред.). - К., 2003. - 397 с.
5. Валірунова Л.С. Інвестування: підручник для ВУЗів / Л.С. Валірунова, О.Б. Казакова. - М.: Волтерс Клівер, 2010. - 448 с.

**Recommended reading**

1. Кон М. Agile. Оценка и планирование проектов / М. Кон. - М.: Альпина Пабlishер, 2018. - 512 с.
2. Стеллман Э., Дж. Грин. Постигаая Agile. Ценности, принципы, методологии / Э. Стеллман, Дж. Грин. - М.: Манн, Иванов и Фербер, 2017. - 491 с.
3. Коллинз Д. Великие по собственному выбору, пер. с англ. Л. Сумм. / Д. Коллинз, М. Хансен. - М.: Манн, Иванов и Фербер, 2013. - 448 с
4. Колмыкова Т.С. Инвестиционный анализ: учебное пособие / Колмыкова Т.С. - М.: Инфра-М, 2009. - 204 с.
4. Ноздріна Л.В. Управління проектами: підручник / Л.В. Ноздріна, В.І. Ящук, О.І. Полотай. - К.: Центр учбової літератури, 2010. - 432 с.
5. A guide to the project management body of knowledge, (2017). Project Management Institute, Inc.
6. Larson, E.W. & Gray, C.F. (2018), Project management the managerial process, Seventh Edition, McGraw-Hill.

<b>INNOVATIVE DEVELOPMENT OF 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	1/14 weeks, 42 hours in class, Course paper	6/ Mandatory	Oksana Koshulko, Ph.D. (Candidate of Science), Associate Professor	180 hours (28 h. lectures, 14 h. seminars/practical, 108 h. self-study time), 30 h. course paper
<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				
<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 fundamental categories and methods, which innovations and cycle of economy development;		Lectures, practical classes, self-study activities, workshop	Participation in the workshop, presentation (CAS)	
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;		Lectures, practical classes, self-study activities, case study in small groups	Presentation, case study (CAS)	
3) collect and systematize marketing data for selecting target markets, measuring and predicting of demand, positioning of innovative items;		Lectures, practical classes, self-study activities, workshop	Participation in the workshop, presentation (CAS)	
4) identify and assess risks of innovative activity, and also to control their level by means of tools of risk-management;		Practical classes, self-study activities, supervised project	Project (CAS)	
5) assess state, dynamics, efficiency of usage of innovative potential by an enterprise and ground foreground directions of its aggregation.		Practical classes, case study in small groups, workshop	Participation in the workshop, case study (CAS)	
Learning outcomes 1-5			Mid-term control (CAS)	
Learning outcomes 1-5			Course paper (FAS)	
<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% Essay (written)				

20% Mid-term control (oral, multimedia)
<b>Contents</b>
<p><b>Thematic structure of the course:</b></p> <p><b>Module 1. Conceptual basics of innovative economy development</b></p> <ol style="list-style-type: none"> <li>1. Innovations and cycle of economy development</li> <li>2. Key concepts of innovative development</li> <li>3. Measurement of level innovative development and factors of its formation</li> <li>4. Modern organizational forms of innovative development</li> <li>5. Infrastructure of market innovation</li> <li>6. State support of innovation enterprise</li> <li>7. National innovation systems</li> </ol> <p><b>Module 2. Practical aspects of innovative economy development</b></p> <ol style="list-style-type: none"> <li>1. Strategy and business model of innovative economy development</li> <li>2. Innovation potential of enterprise</li> <li>3. Investment provision of innovative economy development</li> <li>4. Risks in innovation and management</li> </ol>
<p><b>Literature</b> <i>Language of teaching Ukrainian</i></p> <p><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Мойсеєнко І.П. Інституційні основи регулювання інноваційного розвитку [Електронний ресурс] / І. П. Мойсеєнко // Інноваційна економіка. - 2019. - № 1-2. - С. 25-32.</li> <li>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.</li> </ol> <p><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Основи підприємництва: теорія і практика: Навч. посіб / В.Г. Воронкова, А.Г. Беліченко, В.О. Желябін та ін. - Л.: Магнолія, 2009. - 454 с.</li> <li>2. 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.</li> <li>3. Mykoliuk, O., &amp; Prylepa, N. (2018). Management of innovative development of enterprises in the context of a choice of energy security strategy. Innovative technologies and scientific solutions for industries. No. 3(5). pp. 114-121.</li> <li>4. Lukianchuk, O., &amp; 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, pp. 31-39.</li> <li>5. Kukaj, H. (2017). The importance of enterprise value assessment in transition economies. // Academic Journal of Business, Administration, Law &amp; Social Sciences. Mar 2017, Vol. 3 Issue 1, pp. 300-308.</li> </ol>

<b>BUSINESS FOREIGN LANGUAGE</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>
English	1/14 weeks, 56 hours in class	5,5 / Mandatory	Halyna Miasoid, Candidate of Science, Associate Professor; Svitlana Medynska, Senior Lecturer	165 hours (56 h. seminars, 109 h. self-study time)
<p><b>Course aims:</b> The course aims at developing the students' ability to communicate in English in a wide range of business situations like analyzing complex market data, providing solutions to problems of workforce organization, staff productivity and social sphere development, etc., demonstrating rich vocabulary and extensive business terminology, accuracy in their use of language and essential business communication skills</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) apply listening skills while listening to a variety of recordings and authentic interviews with business people concerning business environment and relevant business issues with a full understanding of the content;		Tutorials, discussion		Participation in the discussion, practical skills assessment (CAS)
2) analyze professional, social, political and economic literature;		Self-study activities, discussion		Participation in the discussion (CAS)
3) communicate in both professional monologues and dialogues covering social and political, general economic and professional issues, improve business communication skills;		Tutorials, role play		Participation in the role play (CAS)
4) discuss business problems and recommend business solutions within the scope of their professional activities;		Tutorials, Internet search, self-study activities		Participation in the case study (CAS)
Learning outcomes 1-4				Achievement test (CAS)
<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% Participation in the role play/ business game</p> <p>10% Participation in the case study</p> <p>10% Practical skills assessment</p> <p>10% Business correspondence/ report (written)</p> <p>20% Research paper (article)</p> <p>10% Presentation (oral, multimedia)</p> <p>20% Achievement test (practical skills assessment tests, essay/ report)</p>				
<b>Contents</b>				
<p><b>Thematic structure of the course:</b></p> <p><b>Module 1. Competitive environment and corporate relationships</b></p>				

1. Customer relationships. CRM.
2. Competitive edge and sales.
3. Corporate ethics.
4. Expanding abroad and overseas partnership.

### **Module 2. Professional communication and academic writing**

1. The basics of foreign professional communication and academic research.
2. Working with the sources of professional information.

### **Literature**

#### **Compulsory reading**

1. Brook-Hart, G. (2007). Business Benchmark. Advanced. Student's Book. Cambridge University Press, 186 p.
2. Brook-Hart, G. (2007). Business Benchmark. Advanced. Personal Study Book. Cambridge University Press, 54 p.
3. McCarthy, M., O'Dell, F. (2008). Academic Vocabulary in Use. Cambridge University Press, 178 p.
4. Petrunya, Y.Y., Kozhusko, S.P., Miasoid, G.I. (2008). Marketing Management in Modern World Practice: Synergy Project. Professional analysis in a foreign language, 271 p.
5. Wallwork, A. (2011). English for Writing Research Papers. Springer, 349 p.

#### **Recommended reading**

1. Bailey, S. (2011). Academic Writing. A Handbook for International Students. Third edition. Routledge, 314 p.
2. Dooley, J., Evans, V. (2001). Grammar way 4. Express Publishing, 224 p.
3. Emmerson, P. (2007). Business English Handbook Advanced. Macmillan, 130 p.
4. Loughed, L. (2003). Business Correspondence: A Guide to Everyday Writing. NY: Pearson Education, Inc. 149 p.
5. MacKenzie, I. (2002). Management and Marketing. NY: Thomson. 157 p.
6. Pilbeam, A. (2001). International Management. Business English. Madrid: Pearson Education Limited, 96 p.
7. Starodubtseva, T.V., & Miasoid, G.I. (2009). Present your diploma project in English. Dnipropetrovsk, DUEP Press, 53 p.
8. Virginia, E. (2000). Successful Writing. Proficiency. UK: Express Publishing, 164 p.

## ELECTIVE COURSES

<b>SOCIAL RESPONSIBILITY</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	2/11 weeks, 44 hours in class	5/ Elective	Iryna Shkura, Ph.D. (Candidate of Science), Associate Professor	150 hours (22 h. lectures, 22 h. tutorials, 106 h. self-study time)
<b>Course aims:</b> The objective of the course is to form in students a system of knowledge on the basic concept of CSR, main methods integration of CSR in business strategic planning				
<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) examine the scope and complexity of CSR;		Lectures, seminars, and essay based on lectures material and students' reading.		Participation in the discussion, oral answers to questions, essay (CAS)
2) demonstrate a multi stakeholder perspective in viewing CSR issues;		Interactive lectures, case-study, business play		Participation in the discussion, case study presentation, business play (CAS)
3) explain the vision and mission of corporate to society at large		Discussions, brainstorming		Participation in the discussion
4) evaluate the level of commitment to CSR of different organizations and show its competitive advantage.		student reports on their individual and group assignments		Presentations of reports (CAS)
5) analyse the impact of CSR on corporate culture.		Discussions, case-study		Participation in the discussion, case study (CAS)
Learning outcomes (1-5)				Mid-term control: essay (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% Essay (written)				
20% Presentation (oral, multimedia)				
<b>Contents</b>				
1. The history of the CSR theory				
2. The strategic importance of CSR managing and implementation				
3. The challenge of the measurement: metrics and indicators				
4. The stakeholder theory: mapping and managing				
5. The new role of the sustainable Universities: entrepreneurship and Third Mission				
6. Impact, criticism and future of CSR				

## Literature

### *Language of teaching Ukrainian*

#### **Compulsory reading**

1. Корпоративна соціальна відповідальність бізнесу: монографія / за загальною редакцією М.П. Буковинської. - К.: ЦП «Компринт», 2015. - С. 297.
2. Корпоративна соціальна відповідальність: моделі та управлінська практика: [підручник] / [М. Саприкіна, О. Ляшенко, М. Саєнсус, Г. Місько та ін.]; за наук. ред. О. Редькіна. - К. : ТОВ «Фарбований лист», 2011. - 480 с
3. Міжнародний стандарт ISO/FDIS 26000 «Керівництво з соціальної відповідальності» [Електронний ресурс]. - Режим доступу: [http://www.ksovok.com/doc/iso\\_fdis\\_26000\\_rus.pdf](http://www.ksovok.com/doc/iso_fdis_26000_rus.pdf)
4. Охріменко О.О. Соціальна відповідальність. - Навч. посіб. / О.О. Охріменко, Т.В. Іванова. - К. : Національний технічний університет України «Київський політехнічний інститут». - 2015. - 180 с.
5. Шкура І.С. Роль соціально відповідального інвестування у забезпеченні сталого розвитку України / І.С. Шкура // Економічний нобелівський вісник. - 2016. - № 1(9). - С. 252-262.

#### **Recommended reading**

1. Петрашко Л. Корпоративна соціальна відповідальність в українській бізнес практиці / Л. Петрашко [Електронний ресурс]. - Режим доступу: [http://iepjournals.com/journals/14-15/2011\\_6\\_Petrashko.pdf](http://iepjournals.com/journals/14-15/2011_6_Petrashko.pdf).
2. Чижишин О.І. Значення і сутність соціальної відповідальності в умовах ринкової економіки / О.І. Чижишин // Науковий вісник Ужгородського національного університету. - 2016. - Випуск 6. - С. 127-130.
3. Пучкова С.І. Методи підвищення етичного рівня бізнес-організації / С.І. Пучкова // Ефективна економіка. - 2019. - № 12 [Електронний ресурс]. - Режим доступу : <http://www.economy.nayka.com.ua>.
4. Комарова К.В. Соціальна відповідальність як складова стратегії розвитку бізнесу на підприємствах України / К.В. Комарова, Н.В. Ковальчук // Інноваційна економіка. - 2016. - № 5-6. - С. 25-30.
5. Бобко Л. О. Проблеми корпоративної соціальної відповідальності бізнесу в Україні / Л.О. Бобко, А.В. Мазяр // Ефективна економіка. - 2019. - № 5 [Електронний ресурс]. - Режим доступу : [http://www.economy.nayka.com.ua/pdf/5\\_2019/39.pdf](http://www.economy.nayka.com.ua/pdf/5_2019/39.pdf).
6. Mintzberg, H. (2015). Why Corporate Social Responsibility Isn't a Piece of Cake - Harvard Business Review.
7. Freeman, E. (2010). The Stakeholder theory and the Modern Corporation <http://businessethics.qwriting.qc.cuny.edu/files/2012/01/Freeman.pdf>



<b>FOREIGN LANGUAGE (FOR SPECIAL PURPOSES)</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>
English	2/11 weeks, 44 hours in class/	5 / Elective	Halyna Miasoid, Candidate of Science, Associate Professor; Svitlana Medynska, Senior Lecturer	150 hours (44 h. seminars, 106 h. self-study time)
<b>Course aims:</b> The course aims at developing the students' ability to communicate in English in a wide range of business situations like analyzing complex market data, providing solutions to problems of workforce organization, staff productivity and social sphere development, etc., demonstrating rich vocabulary and extensive business terminology, accuracy in their use of language and essential business communication 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) read and comprehend relevant authentic texts from various business sources and media (newspapers, magazines, other periodicals, Internet resources) with their further analyzing, summarizing, discussing and airing their own views on the issue;			Reading assignments in textbooks and periodicals, discussion, self-study activities	Participation in the discussion, business game, case study, practical skills assessment (CAS)
2) write business letters, memos and reports meeting the requirements to them;			Tutorials, self-study activities	Peer assessment, practical skills assessment (CAS)
3) write research papers in English.			Tutorials, self-study activities	Assessment of written research paper (article) (CAS)
Learning outcomes 1-3				Achievement test (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/ business game				
10% Participation in the case study				
10% Practical skills assessment				
10% Business correspondence/ report (written)				
20% Research paper (article)				
10% Presentation (oral, multimedia)				
20% Achievement test (practical skills assessment tests, essay/ report)				
<b>Contents</b>				
<b>Thematic structure of the course:</b>				
<b>Module 1. Competitive environment and corporate relationships</b>				
1. Customer relationships. CRM.				

2. Competitive edge and sales.
3. Corporate ethics.
4. Expanding abroad and overseas partnership.

### **Module 2. Professional communication and academic writing**

5. The basics of foreign professional communication and academic research.
6. Working with the sources of professional information.

### **Literature**

#### **Compulsory reading**

1. Brook-Hart, G. (2007). Business Benchmark. Advanced. Student's Book. Cambridge University Press, 186 p.
2. Brook-Hart, G. (2007). Business Benchmark. Advanced. Personal Study Book. Cambridge University Press, 54 p.
3. McCarthy, M., & O'Dell, F. (2008). Academic Vocabulary in Use. Cambridge University Press, 178 p.
4. Petrunya, Yu.Ye., Kozhusko, S.P., & Miasoid, G.I. (2008). Marketing Management in Modern World Practice: Synergy Project. Professional analysis in a foreign language, 271 p.
5. Wallwork, A. (2011). English for Writing Research Papers. Springer, 349 p.

#### **Recommended reading**

1. Bailey, S. (2011). Academic Writing. A Handbook for International Students. Third edition. Routledge, 314 p.
2. Dooley, J., Evans, V. (2001). Grammar way 4. Express Publishing, 224 p.
3. Emmerson, P. (2007). Business English Handbook Advanced. Macmillan, 130 p.
4. Loughed, L. (2003). Business Correspondence: A Guide to Everyday Writing. NY: Pearson Education, Inc. 149 p.
5. MacKenzie, I. (2002). Management and Marketing. NY: Thomson. 157 p.
6. Pilbeam, A. (2001). International Management. Business English. Madrid: Pearson Education Limited, 96 p.
7. Starodubtseva, T.V., & Miasoid, G.I. (2009). Present your diploma project in English. Dnipropetrovsk, DUEP Press, 53 p.
8. Virginia, E. (2000). Successful Writing. Proficiency. UK: Express Publishing, 164 p.

<b>METHODOLOGY OF SCIENTIFIC RESEARCH</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	2/11 weeks, 44 hours in class	5 / Elective	Sergii Kuzminov, Doctor of Science, Professor	150 hours (22 h. lectures, 22 h. seminars/practical, 106 h. self-study time)
<b>Course aim:</b> is to familiarize students with the methodology, methods, technologies of research activities and management of scientific process				
<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 foundations of cognitive theory;		Lecture, tutorials, discussion		Participation in the discussion (CAS)
2) formulate the object, aims and purposes of scientific research;		Lecture, dispute		Participation in the dispute (CAS)
3) develop scientific research, write research papers;		Lecture, Workshop		Practical skills assessment (CAS)
4) apply new information technologies in scientific activities;		Internet search, self-study activities		Presentation (CAS)
5) organise collective research activity.		Problem lecture, role play		Participation in the role play (CAS)
<b>Assessment</b>				
<b>Final grade (final assessment) as a result of 100% continuous assessment:</b>				
20% Participation in the discussion				
20% Participation in the workshop				
20% Participation in the debates				
20% Practical skills assessment (written)				
20% Role play				
<b>Contents</b>				
<b>Thematic structure of the course:</b>				
1. Essence and history of science genesis				
2. Basic of methodology of scientific and research activity				
3. General methods of scientific research and their characteristic				
4. Selection, stage and economic efficiency of scientific research				
5. Methodology of preparation of course and diploma paper				
6. Theory and practice of social and economic research				
7. Informative supporting of scientific work				
8. Execution of scientific work and transferring of information				
<b>Literature</b>				
<i>Language of teaching Ukrainian</i>				
<b>Compulsory reading</b>				
1. Важинський С.Е., Щербак Т.І. Методика та організація наукових досліджень: Навч. посіб. / С. Е. Важинський, Т.І. Щербак. - Суми: СумДПУ імені А. С. Макаренка, 2016. - 260 с.				
2. Зацерковний В.І. Методологія наукових досліджень : навч. посіб. / В.І. Зацерковний, І. В.				

Тішаєв, В.К. Демидов. - Ніжин: НДУ ім. М. Гоголя, 2017. - 236 с.

3. Ноздріна Л.В. Методологія наукових досліджень в інформаційній економіці [Текст]: навч. посіб. (теорет. матеріал, метод. вказівки та завдання до виконання лаб. занять і самост. роботи студентів) / Л. Ноздріна; Укоопспілка, Львів. комерц. акад. - Львів : Вид-во Львів. комерц. акад., 2016. - 243 с.

4. Данильян О.Г. Організація та методологія наукових досліджень [Текст]: навч. посіб. / О. Г. Данильян, О.П. Дзьобань. - Харків: Право, 2017. - 446 с.

### **Recommended reading**

1. Гуторов О.І. Методологія та організація наукових досліджень: навч. посібник / О.І. Гуторов; Харк. нац. аграр. ун-т ім. В.В. Докучаєва - Х.: ХНАУ, 2017. - 272 с.

2. Татар М.С. Методологія і організація наукових досліджень [Текст] : навч. посіб / М.С. Татар; Нац. аерокосм. ун-т ім. М. Є. Жуковського 'Харків. авіац. ін-т'. - Харків : ХАІ, 2019. - 103 с.

3. Малигіна В.Д. Методологія наукових досліджень [Текст]: монографія / В.Д. Малигіна, О.Ю. Холодова, Л.М. Акімова; Нац. ун-т вод. госп-ва та природокористування. - Рівне : НУВГП, 2016. - 247 с. Основи методології та організації наукових досліджень: Навч. посіб. для студентів, курсантів, аспірантів і ад'юнктів / за ред. А.Є. Конверського. - К.: Центр учбової літератури, 2010. - 352 с.

4. Методологія та організація наукових досліджень (галузі знань: 05 - соціальні та поведінкові науки, 07 - управління та адміністрування) [Текст]: навч. посіб. / [Л.Г. Ліпич та ін. ; за заг. ред. Л.Г. Ліпич]; Східноєвроп. нац. ун-т ім. Лесі Українки. - Луцьк: Вежа-Друк, 2018. - 219 с.

5. Lakatos, I. (2020). The methodology of scientific research programmes: Philosophical Papers, Vol. I, Edited by John Worrall and Gregory Currie, Cambridge University Press, New York, 250 p.

6. Çaparlar, C.O., & Dönmez, A. (2016). What is Scientific Research and How Can it be done? Vol. 44(4), pp. 212-218. - Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5019873/>

<b>ANALYSIS OF MODERN TRENDS IN 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	2/11 weeks, 44 hours in class	5 / Elective	Anatolii Zadoia, Doctor of Science, Full Professor	150 hours (22 h. lectures, 22 h. seminars/practical, 106 h. self-study time)
<b>Course aims:</b> Students will have gained comprehensive knowledge about the topic, become proficient understanding of the functioning of international business, have an ability to find out the essence of economic forms and the basic trends of international business				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) analyze the factors and characteristics of International Business;		Lecture, seminar, practical classes, self-study activity, data analysis		Participation in the discussion, report (CAS)
2) analyze events and phenomena of international business environments;		Lecture, practical classes, independent work, workshop		Participation in the workshop, report (CAS)
3) interpret events in various countries and regions;		Lecture, practical classes, guided self-study activity, project supervision		Project, peer group presentation (CAS)
4) determine the direction, speed and power of the various trends of International Business;		Lecture, practical classes, self-study		Project, peer group presentation (CAS)
5) put into practice the knowledge and skills for independent analytical work;		Case study in small groups, project supervision		Case study, project (CAS)
6) understand the complex set of modern problems of the International Business;		Lecture, self-study, workshop		Participation in the workshop, report (CAS)
7) independently analyze the socio-economic situation in the country and abroad;		Independent work, project supervision		Project, presentation (CAS)
8) identify and evaluate performance and factors of international competitiveness of a company, to develop programs to improve international competitiveness.		Lecture, practical classes, case study in small groups, project supervision		Case study, project, presentation (CAS)
<b>Assessment</b>				
<b>Final grade (final assessment) as a result of 100% continuous assessment:</b>				
30% Participation (workshop, report, case study)				
50% Project (written)				
20% Presentation (oral, multimedia)				

## Contents

### Thematic structure of the course:

1. Overview of International Business
2. Types of international business environments
3. Information management in international business
4. Global markets and business activity centres
5. The legal, technical and political aspects of international business
6. The role of culture in international business
7. International financial markets
8. Analysis of foreign markets and penetration strategies
9. Ethics and Social Responsibility in International Business

### Literature

*Language of teaching Ukrainian*

#### Compulsory reading

1. Рогач О.І. Теорії міжнародного бізнесу. - К.: ВПЦ «Київський університет», 2018. - 687 с.
2. Погорлецький А.В. Міжнародний бізнес, 2014 [Електронний підручник]. - Режим доступу: [https://stud.com.ua/66904/ekonomika/mizhnarodniy\\_biznes](https://stud.com.ua/66904/ekonomika/mizhnarodniy_biznes)
3. Михайленко О.Г. Посібник до вивчення дисципліни «Міжнародний бізнес» / Укл.: Михайленко О.Г. / Дніпро: Видавництво «КИТ», 2017. - 128 с.
4. Charles, W.L. & McGraw, H. (2020). International Business: Competing in the Global Marketplace. (10th Edition), Hill Education, 688 p.

#### Recommended reading

1. Міжнародний бізнес / За заг. ред. Вергуна В.А. - К.: ВПЦ «Київський університет», 2009. - 720 с.
2. Рогач О. І., Дзюба П. В. Міжнародні портфельні інвестиції: підручник. Київ: ВПЦ «Київський університет», 2016. - 950 с.
3. Wild, J.J., & Wild, K.L. (2018). International Business: The Challenges of Globalization (8th Edition). Pearson, 448 p.
4. Daniels, J., Radebaugh, L., & Sullivan, D. (2014). International Business (15th Edition), 896 p.
5. Carpenter, M.A., Sanjyot, M.A., Dunung, P. (2011). International Business. Saylor Foundation. Retrieved from <https://open.umn.edu/opentextbooks/textbooks/international-business>

<b>MOTIVATIONAL 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	2/11 weeks, 44 hours in class/	5 / Elective	Hanna Mytrofanova, Doctor of science, Professor	150 hours (22 h. lectures, 22 h. seminars/practical, 106 h. self-study time)
<p><b>The purpose of the discipline</b> is the formation of theoretical and applied knowledge in the field of motivational management, strengthening the work activity of staff, improving the quality of performance using modern methods of motivation, skills, and abilities to independently analyze the state of staff motivation and develop recommendations for its strengthening; development of abilities to substantiate and make decisions on motivational management</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) understand the features of the concepts of motivational management;		Problem lecture, discussion		Participation in the discussion, Essay, test (CAS)
2) understand the basic methodological approaches to motivational management;		Problem lecture, discussion, case study in small groups		Case study (CAS) Oral presentation
3) effectively develop the main directions of increasing the level of motivation of subordinates;		Problem lecture, self-study activities		Report (CAS)
4) effectively use methods to build the process of motivational management;		Internet search, self-study activities		Peer small group presentation (CAS)
5) successfully apply modern methods and tools of motivational management;		Problem lecture, working small group discussion		Participation in the discussion, group presentation (CAS)
6) create and organize effective team activities;		Problem lecture, case study in small groups		Participation in the discussion, role play (CAS)
7) effectively introduce modern forms and methods of tangible and intangible motivation.		Problem lecture, discussion, role play		Participation in the discussion, role play (CAS)
<p><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 role play  20% Case study  30% Presentation (oral, multimedia)</p>				
<b>Contents</b>				

**Thematic structure of the course:**

- 1 Theoretical foundations of the motivational process
2. Early theories of motivation. Modern theories of motivation.
3. Motivation in the work of the leader
4. Methods of influencing the motivation of subordinates
5. Motivating role of the remuneration system. Organization of personnel bonuses.
6. Methods of intangible motivational work
7. Personnel evaluation and its motivating role
8. Factors reducing motivation
9. Motivation of teams

**Literature**

*Language of teaching Ukrainian*

**Compulsory reading**

1. Мотивація персоналу. Методичні рекомендації для практичних занять для студентів напряму підготовки «Менеджмент» / Т. В. Воронько-Невіднича– Полтава : РВВ ПДАА, 2015. - 68 с.
2. Колот, А.М. Мотиваційний менеджмент: підручник / А.М. Колот, С.О. Цимбалюк. - К.: КНЕУ, 2014. - 479 с.
3. Лоулер Е. та ін. Мотиваційний менеджмент: теоретичний аспект. Київ, - 2017. - 160 с.

**Recommended reading**

1. Аграмакова Н.В., Литовченко І.В. Сутність компенсаційного пакету як інструменту управління соціально відповідальним підприємством. Економічні проблеми сталого розвитку: Матеріали Міжнародної науково-практичної конференції імені проф. Балацького О. Ф. (Суми, 11-12 травня 2016 р.). Том 1., 2016. - С. 266-267.
2. Армстронг М. Оплата труда. Практическое руководство по построению оптимальной системы оплаты труда и вознаграждения персонала / М. Армстронг, Т. Стивенс; пер. с англ. - Днепропетровск: Баланс Бизнес Букс, 2006.
3. Минчингтон Б. HR-бренд: Как стать лидером. Строим компанию мечты / Б. Минчингтон ; пер. с. англ. - М.: Юнайтед Пресс, 2011
4. Назарова Г.В. Управління соціально-трудою сферою підприємства: монографія / Г.В. Назарова, С.Ю. Гончарова, Н. В. Водницька; за заг. ред. Г. В. Назарової. - Харків: Вид. ХНЕУ, 2010
5. Одегов Ю.Г. Мотивация персонала: учеб. пособие. Практ. задания (практикум) / Ю.Г. Одегов, Г.Г. Руденко, С.Н. Апенько, А.И. Мерко. - М.: Альфа Пресс, 2010.
6. Прохоровська С., Островерхов В., Запорожан Л. Винагорода за працю в мотивації персоналу в сфері публічного управління. Регіональні аспекти розвитку продуктивних сил України. 2018. - №. 22. - С. 92-97.
7. Griffin, R.W. (2013). Organizational Behavior: Managing People and Organizations 11th ed. - Cengage Learning, 624 p.
8. Gagne, M. (Ed.). (2014). The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory. Oxford University Press, UK, 465 p.



<b><i>EVALUATION OF BUSINESS EFFICIENCY</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	2/11 weeks, 44 hours in class	5 / Elective	Oksana Koshulko, Ph.D. (Candidate of Science), Associate Professor	150 hours (22 h. lectures, 22 h. seminars / practical, 106 h. self-study time)
<p><b>The purpose of the course is</b> to teach students of types of efficiency goals, to set goals relating to finances, sentiment, product or service quality, speed of production or response times, employee or customer retention, knowledge gain, and transfer, safety, or any other metric relevant to an organization</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) learn ways inefficiency negatively impacts of business;		Lecture, seminar, practical classes, self-study activity, data analysis, role plays		Participation in the discussion, report (CAS)
2) identify, address, and measure success of business;		Lecture, practical classes, independent work, workshop		Participation in the workshop, report (CAS)
3) explore and find means of enhancing customer service, human resources, sales, manufacturing;		Lecture, practical classes, guided self-study activity, project supervision		Project, peer group presentation (CAS)
4) run a business more effectively and efficiently;		Lecture, practical classes, self-study, discussions		Project, peer group presentation (CAS)
5) employ proven time management, organizational, and motivational techniques		Case study in small groups, project supervision		Case study, project (CAS)
<p><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 role play  20% Case study  30% Presentation</p>				
<b>Contents</b>				
<p><b>Thematic structure of the course:</b></p> <ol style="list-style-type: none"> <li>1. Business process improvement (BPI)</li> <li>2. Mapping. Analysis. Redesign. Implementation</li> <li>3. Reflection. Benchmarking</li> <li>4. Eliminating duplication and bureaucracy</li> </ol>				

5. Control costs
6. Establishing internal controls to reduce human error
7. Testing and reworking the process before introducing it
8. Implementing the changes

## **Literature**

*Language of teaching Ukrainian*

### **Compulsory reading**

1. Пилипенко С.М. Теоретичні засади оцінки ефективності діяльності підприємства // Глобальні та національні проблеми економіки. Миколаївський національний університет імені В.О. Сухомлинського. Випуск 10. 2016. – С. 452-456.
2. Кунаєв А.Ю. Оцінка ефективності бізнес-процесів під час діагностування ефективності менеджменту машинобудівного підприємства // Економічний вісник Запорізької державної інженерної академії. - Випуск 2-1 (08) / 2017. – С. 117-125.
3. Гринько Т. В. Наукові підходи до оцінки ефективності діяльності суб'єктів підприємництва / Т. В. Гринько, Д. Д. Головка // Modern Economics. - 2018. - № 11. - С. 51-57.

### **Recommended reading**

1. Page, S. (2015). The Power of Business Process Improvement: 10 Simple Steps to Increase Effectiveness, Efficiency, and Adaptability. Amacom Pub., 407 p.
2. What to Read on Business Efficiency. (2018). Business Book Bureau, Forgotten Books, 52 p.
3. Костіна О.М. Діагностика та управління бізнес-процесами у контексті антикризового управління підприємством [Електронний ресурс] / О. М. Костіна // Економіка та суспільство. – 2017. – №10.

<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	2/11 weeks, 44 hours in class	5 / Elective	Tetiana Bolgar, Doctor of Science, Full Professor	150 hours (22 h. lectures, 22 h. seminars/practical, 106 h. self-study time)
<p><b>The objective of the course.</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</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
<p>On completion of the course, students will be able to:</p>				
<p>1) design the financial management system in terms of the three major decision areas that confront the financial manager;  2) generate the goal of the firm and summarize why shareholders' wealth maximization is preferred over other goals;  3) calculate, implement and evaluate both the future and present value of: an amount invested today; a stream of equal cash flows (an annuity); and stream of mixed cash flows;  4) define and explain the capital-asset pricing model (CAPM), beta, and the characteristic line;  5) calculate a required rate of return using the capital-asset pricing model (CAPM);  6) define, calculate, and categorize (according to liquidity, financial leverage, coverage, activity, and profitability) the major financial ratios and generate what they can tell us about the firm, a firm's operating cycle and cash cycle;  7) reflect, differentiate ratios to analyze a firm's health and then recommend reasonable alternative courses of action to improve the health of the firm, a firm's return on</p>		<p>Lecture, practical classes, self-study activity  Self-study activity, solving problems, discussion  Work in pairs to solve problems, workshop, panel discussion, solving problems  Discussion, case study in small groups, solving problems  Self-study activity, solving problems, case study  Work in pairs to solve problems, presentation, self-study activity, solving problems  Workshop, self-study activity, solving problems</p>		<p>Test (computer), exercise, case-study (CAS)  Participation in the discussion (debates), explanation solving problems (CAS)  Student reports assessment, explanation solving problems, case-study (CAS)  Peer small group presentation, exercise, case study, explanation solving problems (CAS)  Exercise, test (computer), case study presentation (CAS)  Participation in the discussion (debates), student reports assessment, individual presentation assessment (CAS)  Exercise, test (computer), report, explanation solving problems (CAS)</p>

investment (i.e., ‘earning power’) and return on equity using a DuPont approach. Learning outcomes 1-7		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>  1 Introduction to financial management  2 Financial statement analysis  3 Sources of financing  4 Capitalization  5 Capital structure  6 Cost of capital  7 Leverage</p> <p><b>Literature</b>  <i>Language of teaching Ukrainian</i></p> <p><b>Compulsory reading</b>  1. Фінансовий менеджмент: підручник / Д.І. Дема, Л.М. Дорохова, О.М. Віленчук [та ін.] - Житомир: ЖНАЕУ, 2018. - 320 с.  2. Фінансовий менеджмент: навч. посіб. / [Васьківська К.В., Сич О.А.]. - Львів: «ГАЛИЧ-ПРЕС», 2017. - 236 с.  3. Фінансовий менеджмент: елект. навч. посібник / І.А. Бігдан, Л.І. Лачкова, В.М. Лачкова, О.В. Жилиякова - Х.:ХДУХТ, 2017. - 197 с.</p> <p><b>Recommended reading</b>  1. Василенко В.А. Теорія і практика розробки управлінських рішень [текст]: Навчальний посібник / В.А. Василенко.- К.: ЦУЛ, 2013. - 420 с.  2. Ванхорн Дж. С. Основы финансового менеджмента / Дж. С. Ванхорн, Дж. М. Вахович мл. - 12-е изд. - М.: Издательский дом ‘Вильямс’, 2013. - 1232 с.  3. Балабанов И.Т. Финансовый менеджмент. Теория и практика / И.Т. Балабанов. - М.: Перспектива, 2011. - 656 с.  4. Финансовый менеджмент: Теория и практика: учебник / под ред. Е. Стояновой. - М.: Перспектива, 2011.  5. Albert, H.W. (2012). Asset Securitization: Benefits for all Banks, The Bankers Magazine, pp. 16-20.  6. Block, S.B., &amp; Hirt, J.A. (2009). Foundations of Financial Management (Including accompanying Cases text) 13th ed., New York: McGraw Hill, Inc.  7. Wachowicz, V.H. (2008). Fundamentals of Financial Management / 13-th Edition, Pearson Education Limited.</p>		

<b>CRISIS MANAGEMENT IN 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	3/5 weeks, 30 hours in class	3 / Elective	Serhii Dubinskyi, Ph.D. (Candidate of Science), Associate Professor	90 hours (20 h. lectures, 10 h. seminars/practical, 60 h. self-study time)
<p><b>The purpose of the course</b> is to form a system of knowledge and skills for crisis management of the enterprise - recognition and diagnosis of crisis phenomena, forecasting the consequences of crisis phenomena and their impact on the enterprise, identifying opportunities to prevent and ensure the functioning of the enterprise in crises, crisis response and implementation of anti-crisis management 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:				
1) acquaintance of students with theoretical and methodical bases of anti-crisis management of the enterprise;		Lecture, practical classes, discussion	Participation in the discussion, essay, test (CAS)	
2) reveal the essence, place, roles of the main types of crisis phenomena and stages of development of various types of crises at the enterprises;		Lecture, practical classes, panel discussion	Practical skills assessment, report, case study (CAS)	
3) recognize the prerequisites, determine the causes and signs of the manifestation of crisis phenomena in the enterprise; teaching students methodological approaches to the development of 'rules of effective behavior' in a crisis;		Problem lecture, case study in small groups, self-study activities	Practical skills assessment, essay, case study (CAS)	
4) formation of ability to apply tools of anti-crisis management of the enterprise;		Problem lecture, discussion, solving calculative tasks	Practical skills assessment, report, individual presentation (CAS)	
5) formation of skills of the decision of actual problems of development of the enterprises and development of ways and measures of the prevention and overcoming of crises at the enterprises		Lecture, practical classes, workshop, case study	Presentation, report (CAS)	
<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% Participation in the role play</p> <p>20% Case study</p> <p>30% Presentation (oral, multimedia)</p>				
<b>Contents</b>				
<p><b>Thematic structure of the course:</b></p> <p>1. Fundamentals of crisis management</p>				

2. Philosophy and methodology of restructuring
3. Types of restructuring
4. Restructuring and forms of financial recovery
5. Fundamentals of enterprise restructuring
6. Enterprise restructuring based on financial responsibility centers

## **Literature**

*Language of teaching Ukrainian*

### **Compulsory reading**

1. Костіна О.М. Діагностика та управління бізнес-процесами у контексті антикризового управління підприємством [Електронний ресурс] / О. М. Костіна // Економіка та суспільство. – 2017. – №10.
2. Перерва П.Г., Кобелева Т.О., ТОВАЖНЯНСЬКИЙ В.Л. Банкрутство, санація та реструктуризація підприємства як економічні категорії антикризового управління // Вісник НТУ «ХПІ». 2015. № 59 (1168). – С. 148-152.
3. Камнева А. В. Дослідження існуючих інструментів та моделей антикризового управління на підприємстві // Економіка та управління підприємствами машинобудівної галузі: проблеми теорії та практики, 2014, № 4(28). – С. 15-27.

### **Recommended reading**

1. Єпіфанова І.Ю., Оранська Н.О. Сутність антикризового управління підприємства // Економіка і суспільство. - Випуск 2 / 2016. – С. 265-269.
2. Тимошенко, О. В. Антикризове управління як передумова підвищення ефективності діяльності підприємства [Текст] / Оксана Валеріївна Тимошенко, Ольга Юріївна Буцька, Фарідаі Хушвахтзод Сафарі // Економічний аналіз : зб. наук. праць / Тернопільський національний економічний університет; редкол. : В. А. Дерій (голов. ред.) та ін. – Тернопіль : Видавничо-поліграфічний центр Тернопільського національного економічного університету “Економічна думка”, 2016. – Том 23. – № 2. – С. 187-192.
3. Погребняк А. Ю. Сутність складових елементів механізму антикризового управління на промисловому підприємстві / А. Ю. Погребняк // Економічний вісник Національного технічного університету України "Київський політехнічний інститут". - 2015. - № 12. - С. 300-310.

<b>MODERN LEADERSHIP STRATEGIES: THE INTERNATIONAL ASPECT</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	3/8 weeks, 30 hours in class	3 / Elective	Oksana Koshulko, Ph.D. (Candidate of Science), Associate Professor	90 hours (20 h. lectures, 10 h. seminars/practical, 60 h. self-study time)
<p><b>The purpose of the discipline</b> is to promote the identification and development of leadership qualities of higher education, the formation of general competencies in the use of leadership tools in professional activities, the ability to work in an international team, and mastering practical tools for effective team and role distribution, team management as a system</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) demonstrate knowledge of the main stages of formation of the theory of leadership as a scientific discipline, as well as the methodological basis of classical schools and areas, including international;</p> <p>2) demonstrate skills of interaction, leadership, teamwork;</p> <p>3) make individual and group decisions, offering reasonable solutions to the problem;</p> <p>4) correctly define their leadership style, identify and outline a plan for the development of their international team management style;</p> <p>5) successfully use methodological and methodical methods of studying the effectiveness of activities and design of organizations;</p> <p>6) identify and outline a plan for the development of their team management style;</p> <p>7) determine the factors shaping the image and culture of the international organization;</p> <p>8) determine the readiness to form teams.</p> <p>Learning outcomes 1-8</p>		<p>Lecture, tutorials, discussion</p> <p>Case study in small groups Role play Tutorials, self-study activity Lecture, tutorials</p> <p>Problem lecture, case study in small groups Role play</p> <p>Problem lecture, discussion Lecture, tutorials</p> <p>Role play</p>	<p>Participation in the discussion (CAS)</p> <p>Participation in the role play (CAS) Essay, test (CAS)</p> <p>Presentation (CAS)</p> <p>Peer small group presentation, participation in the role play (CAS)</p> <p>Participation in the discussion (CAS) Presentation (CAS) Participation in the role play (CAS) Mid-term control: tests, mini case (CAS)</p>	
<p><b>Assessment</b></p> <p><b>Final grade (final assessment) as a result of 100% continuous assessment:</b></p> <p>20% Participation in the discussion</p> <p>20% Participation in the role play</p>				

20% Essay (written) 10% Tests 30% Presentation
<b>Contents</b>
<p><b>Thematic structure of the course:</b></p> <ol style="list-style-type: none"> <li>1. The problem of leadership in modern management</li> <li>2. Leadership in international organizations</li> <li>3. Pre-scientific theories of leadership</li> <li>4. Situational theories of leadership</li> <li>5. Leadership as a mission</li> <li>6. Leadership and teamwork in international organizations</li> <li>7. Group dynamics in international organizations</li> </ol>
<p><b>Literature</b> <i>Language of teaching Ukrainian</i></p> <p><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Теорія і практика формування лідера: навчальний посібник / О.Г. Романовський, Т.В. Гура, А.Є. Книш, В.В. Бондаренко - Харків, 2017. - 100 с.</li> <li>2. Сергеєва Т.В., Дорін Фестеу, Гейл Роунтрі. Лідерство і командна робота: Навчальний посібник. - Харків: ХНУБА, 2014. – 124 с.</li> <li>3. Скібіцька Л. І. Лідерство та стиль роботи менеджера : навч. посіб. - К.: ЦУЛ, 2009. - 192 с.</li> <li>4. Морозов, В.В. Формування, управління та розвиток команди проекту (поведінкові компетенції): навч. посіб. / В.В. Морозов, А.М. Чередніченко, Т.І. Шпильова. - К.: Таксон, 2009. - 464 с.</li> <li>5. Максвелл Дж. Розвину лідера у собі / Пер. з англ. Н. Гербіш. - К.: Брайт Стар Паблішинг, 2013. - 184 с.</li> <li>6. Нестуля О.О. Основи лідерства. Тренінг лідерських якостей та практичних навичок менеджера: навч. посіб. / О.О. Нестуля, В.В. Карманенко. - К.: Знання, 2013. - 287 с.</li> </ol> <p><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Айзексон У. Стив Джобс. - М.: Астрель, 2012. - 688 с.</li> <li>2. Батушан В. Політичне лідерство в контексті державного управління: історичний досвід / В. Батушан // Вісн. Нац. акад. держ. управління при Президентіві України. - 2009. - № 4. - С. 213-221.</li> <li>3. Блэклок Дж. Технологии командной игры: руководство для лидера / Дж. Блэклок, Э.Джекс. - М.: Изд. дом Гребенникова, 2008. - 232 с.</li> <li>4. Бойнтон Э. Virtuoznye komandy. Komandy, kotorye izmenili mir / Э. Бойнтон, Б.Фишер. - М: Претекст, 2008. - 265 с.</li> <li>5. Лі Цзиці. Лідерські якості менеджерів: вектори успіху / Лі Цзиці. - Київ: Центр учбової літератури, 2018. - 184 с.</li> <li>6. Gutmann, M. (ed.). (2019). <i>Historians on Leadership and Strategy: Case Studies from Antiquity to Modernity</i> / Springer, 282 p.</li> </ol>



<b>TRAVEL 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	3 / 8 weeks, 30 hours in class	3 / Elective	Svitlana Kozhushko, Doctor of Science, Full Professor	90 hours (20 h. lectures, 10 h. seminars / practical, 60 h. self- study time)
<b>Course aims:</b> The course introduces the concept of tourism as a business, its growth and development, motivations for travel, role of tourism as an economic intervention, global nature of tourism, various tourism products and resources, emerging trends in tourism industry				
<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 consistently accurate use of travel and tourism industry terminology, including commonly used definitions, concepts, models and patterns;		Lecture, self-study activities, blended learning		Test, quiz, interview (CAS)
2) demonstrate knowledge of tourism and travel industry as a branch of economy;		Lecture, seminars, self-study activities, assigned / analytical reading		Case study, essay (report) (CAS)
3) describe the structure of tourism product and its components;		Lecture, workshop (collaborative activities)		Group work (project drafting) (CAS)
4) analyse a range of tourist needs and motivations to travel;		Lecture, case study		Essay (observation), case study, presentation (CAS)
5) understand the development of tourist destinations (tourist area lifecycle);		Lecture, self-study activities, collaborative learning		Observation (territory analyses) (CAS)
6) explain the range of transport and accommodation available;		Blended learning, small-group study		Report (search work results) (CAS)
7) appraise impacts of tourism on country economy;		Lecture, case study, project work		Essay (review), oral presentation (CAS)
8) discuss, evaluate and make reasoned decisions, recommendations and judgments on the development of tourism business both in the world and in particular region / country;		Collaborative learning, blended learning, project work		Problem solving essay, presentation (CAS)
9) identify and analyse current trends in world tourism market, consumer behaviour, their impact on the market situation.		Lecture (Socratic Questioning), blended learning		Presentation / Letter of advice/ Evaluation
Learning outcomes 1-9				Project-based report Mid-term control (CAS)

<p><b>Assessment</b></p> <p><b>Final grade (final assessment) as a result of 100% continuous assessment:</b></p> <p>20% Participation in the discussion</p> <p>20% Participation in the role play</p> <p>20% Essay (written)</p> <p>10% Tests</p> <p>30% Presentation</p>
<p><b>Contents</b></p>
<p><b>Module 1. Features of worldwide destinations World tourism market</b></p> <ol style="list-style-type: none"> <li>1. Geographical aspects of tourism business. Location of major continental land masses, oceans and seas</li> <li>2. Location of the world's major cities in relation to their importance as major tourism destinations and transport hubs</li> <li>3. Social, cultural, economic and environmental impact of travel and tourism</li> <li>4. Patterns of demand for international travel and tourism</li> <li>5. Major tourism generators and receiving countries in the world, including current trends</li> </ol> <p><b>Module 2. Tourism &amp; travel business in modern economic environment</b></p> <ol style="list-style-type: none"> <li>1. Classification of tourism. Types of tourism</li> <li>2. World tourism resources and their evaluation</li> <li>3. Tourism product, its structural elements</li> <li>4. Interrelationship between travel and transport, catering and accommodation, attractions, leisure and recreation and business facilities</li> <li>5. Marketing and promotion in tourism. Marketing segmentation and targeting</li> <li>6. Statistics and forecast it world tourism development</li> </ol>
<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. Мальська М.П., Худо В.В., Цибух В.І. Основи туристичного бізнесу: Навч. посіб. - К.: Центр навчальної літератури, 2014. - 232 с.</li> <li>2. Мальська М.П., Антонов Н.В., Ганич Н.М. Міжнародний туризм і сфера послуг: Підручник. - К.: Знання, 2008. - 661 с.</li> </ol> <p><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Сенин В.С. Организация международного туризма: Учебник. - М.: Финансы и статистика, - 2013. - 543 с.</li> <li>2. Экономика и организация туризма. Международный туризм / Е.Л. Драчева, Ю.В. Забаев, Д.К. Исмаев и др.; Под ред. И.А. Рябовой, Ю.В. Забаева, Е.Л. Драчевой. - М.: КНОРУС, 2015. - 364 с.</li> <li>3. Любіцева О.О. Ринок туристичних послуг: Геопросторові аспекти. - 2 - ге вид., перероб. та доп. - К.: Альтерпрес, 2013. - 324 с.</li> </ol>

<b>PSYCHOLOGY OF NEGOTIATIONS</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	2/11 weeks, 44 hours in class	5 / Elective	Inesa Harkusha, Ph.D. (Candidate of Science), Associate Professor	150 hours (22 h. lectures, 22 h. seminars/practical, 106 h. self-study time)
<p><b>Course objective:</b> develop students' common cultural and professional competencies in the psychology of communication and 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, as well as to 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> 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) to form ability to reason offers		Lecture, seminar, discussion of lecture materials and studied literature		Participation in a discussion, oral answers to questions (CAS)
2) to analyze theoretical basic concepts of speech preparation		Problem lecture, seminar dialogue, presentations, role-playing games		Independent work, oral answers to questions (CAS)
3) to know features of various forms of business communication		Dialogue-lecture, 'round table' based on independent preparation		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		Lecture, seminar, performing of projects		Independent work, oral answers to questions, assessment of project work
5) to know methods of verbal and nonverbal influence in negotiation process with terrorists		Problem lecture, 'round table' based on independent search work, presentation		Oral answers to questions, solutions of tasks (problem situations), comments to tasks
6) to use means of communication to transfer professionally oriented information and communication with experts in other industries and non-experts		Discussion-lecture, seminar, work in small groups, analysis of specific situations (case-study)		Independent work, oral answers to questions, case presentation
7) to set the purpose and to formulate problems of business negotiations		Reports of students - individual and in groups, presentation,		Oral answers to questions, solutions of tasks (problem

<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>project work, search in the Internet</p> <p>Independent work, case study in small groups, presentations, the Internet search</p>	<p>situations), assessment of projects and presentation</p> <p>Oral answers, case study (case presentation), presentation assessment</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 (computational exercises, mini case)</p> <p>10% Participation in the discussion</p> <p>10% Participation in the role play</p> <p>10% Presentation (oral, multimedia)</p> <p>10% Participation in the brainstorming</p> <p>20% Case study presentation</p>		
<p><b>Contents</b></p>		
<p><b>Thematic structure of the course:</b></p> <p><b>Module 1. Eloquence. Culture of communication and communication activity</b></p> <ol style="list-style-type: none"> <li>1. Culture communication as science and art</li> <li>2. Technic of speech invention</li> <li>3. Categories and stages</li> <li>4. Argument as an aspect of disposition</li> <li>5. Logical mistakes and manipulative tools</li> </ol> <p><b>Module 2. Psychology of negotiation process</b></p> <ol style="list-style-type: none"> <li>1. Negotiations - combined process</li> <li>2. Means of interactive interaction</li> <li>3. Psychological aspects of negotiation process</li> <li>4. Technic and tactics of argumentation in negotiation process</li> <li>5. Listening of the partner as psychological tool</li> <li>6. Negotiations and manipulations</li> <li>7. Accidental negotiations. Etiquette of telephone communication</li> <li>8. National style of negotiating</li> </ol> <p><b>Module 3. Negotiations with criminals as criminal phenomenon</b></p> <ol style="list-style-type: none"> <li>1. Psychology of negotiation process with terrorists and criminals</li> <li>2. Crisis negotiations. Psychological problems of terrorism</li> <li>3. Psychology of hostages</li> <li>4. Lie and truth in negotiation process</li> </ol>		
<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. Риторична культура мовлення сучасного фахівця-психолога: навчальний посібник. Дніпро: Університет ім. Альфреда Нобеля, 2019. - 144 с.</li> <li>2. Рызов И.Р. Я всегда знаю, что сказать. Книга-тренинг по успешным переговорам ООО Издательство «ЭКСМО», 2015. - 168 с.</li> <li>3. Руднев, В.Н. Риторика. Деловое общение: учебное пособие. 2-е изд., испр. и доп.</li> </ol>		

Москва: КноРус, 2014.

### **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]. <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. Гаркуша І.В. Риторична культура мовлення менеджерів: навч. посіб. Д.: РВВ ДНУ, 2008. - 88 с.
7. Даймонд С. Переговоры, которые работают. 12 стратегий, которые помогут вам получить больше в любой ситуации, М., Манн, Иванов и Фербер, 2011. - 560 с.
8. Караяни А.Г., Цветков В.Л. Психология общения и переговоров в экстремальных условиях. М.: ЮНИТИ-ДАНА, 2009.
9. Кеннеди Гэвин. Договориться можно обо всем! Как добиваться максимума в любых переговорах. Издательство: 'Альпина Паблишер', 2013. - 277 с.
10. Коткин Д. Жесткие переговоры или просто о сложном. ООО «Написано пером», 2015.
11. Кривокопа Е.И. Деловые коммуникации: учебное пособие. Москва: ИНФРА-М, - 2010. - 190 с. Режим доступа: <http://znanium.com/>
12. Любезная Е.В. Риторика и ораторское искусство: практикум. Тамбов: Изд-во Тамб. гос. техн. ун-та, 2008. - 84 с.
13. Мунин, А.Н. Деловое общение: курс лекций. Москва: Флинта: Наука, 2010. - 376 с.
14. Назаришин В. Власть убеждения. Запорожье: «Просвіта», 2014. - 194 с.
15. Одинцова М.А. Многоликость «Жертвы», или немного о великой манипуляции. Издательство: Флинта. 2010. - 256 с.
16. Парійчук Р.І. Риторика: Навчально-методичний посібник з курсів «Основи риторики» та «Професійна риторика». Укл. Гузенко І.І. Львів, - 2014. - 328 с.
17. Поташев М., Левандовский М. Век клиента. ООО «Издательство Аст»; Москва; 2015. - 320 с.

<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	2, 3 / 12 weeks, 6 hours in class	12 / Mandatory	Serhii Dubinskyi, Ph.D. (Candidate of Science), Associate Professor	360 hours (6 h. seminars/practical, 300 hours work at the enterprise, 54 h. self-study time)
<b>Professional training aims:</b> Internship aims to develop the students' professional ability to make independent economic decisions at the enterprise, develop the skills of practical work in the economic field, collect material for master thesis, reducing the time for adaptation of graduates in their professional positions				
<b>Learning outcomes</b>  On completion of the professional training, students will be able to:		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
<b>2 semester</b> 1) planning of production activity of an enterprise;		Tutorials, discussion, self-study activity,		nternship report, presentation, comment of a company (CAS)
2) to analyze, plan and forecast sales volume on the internal and external markets;		Work at the enterprise		Internship report, presentation (CAS)
3) master the methods of planning of resources, costs and project budget;		Work at the enterprise,		Internship report, presentation, comment of a company (CAS)
4) determine the needs of the enterprise in all types of credit, funding sources of plans of economic activity;		Self-study activity, internet search		Internship report, presentation (CAS)
5) form a system of preparation and submission of statistical reports on the economic activity of an enterprise, organization, department;		Work at the enterprise, self-study activity		Internship report, presentation (CAS)
<b>3 semester</b> 6) based on the results of strategic analysis, make proposals and develop activities to implement the strategy of enterprise;		Self-study activity, work at the enterprise		Internship report, presentation (CAS)
7) organize comprehensive study and analysis of domestic and foreign markets as well as prospects of their development;		Self-study activity, writing a report, preparing presentation		Internship report, presentation (CAS)

<p>8) determine the influence of factors of internal and external environment on the activity of an enterprise;</p> <p>9) determine the need for investment and financial resources;</p> <p>10) estimate the alternatives to design solutions and to justify the decision taken on financial and investment activity;</p> <p>11) determine priority directions for scientific and technical cooperation.</p> <p><b>2 semester</b> Learning outcomes 1-3, 5, 8, 11</p> <p><b>3 semester</b> Learning outcomes 1, 3, 4, 6-10</p>	<p>Work at the enterprise</p> <p>Self-study activity, work at the enterprise</p> <p>Work at the enterprise</p> <p>Work at the enterprise, self-study activity, discussion, writing a report, preparing presentation</p>	<p>Internship report, comment of an enterprise (CAS)</p> <p>Comment of an enterprise (CAS)</p> <p>Comment of an enterprise (CAS)</p> <p>Internship report, presentation (CAS)</p> <p>Final assessment (FAS)</p> <p>Final assessment (FAS)</p>
<p><b>Assessment</b>  <b>The results of each semester are evaluated separately by the final grade</b>  <b>2 semester</b>  <b>Final grade (final assessment) as a result of 100% continuous assessment:</b>  20% Comment of a company  50% Report  30% Presentation  <b>3 semester</b>  <b>Final grade (final assessment) as a result of 100% continuous assessment:</b>  30% Comment of a company  50% Report  20% Presentation</p>		
<p><b>Contents</b></p>		
<p><b>2 semester</b></p> <ol style="list-style-type: none"> <li>1. Innovative function of modern management enterprise</li> <li>2. Analysis of planning of resources, costs and project budget of an enterprise (company)</li> <li>3. Methods for increasing the competitiveness of an enterprise</li> <li>4. Project Management an enterprise</li> <li>5. Economic Management of Enterprise</li> <li>6. Internship report presentation</li> </ol> <p><b>3 semester</b></p> <ol style="list-style-type: none"> <li>1. Management of Resources Flow an enterprise</li> <li>2. Anti-crisis Enterprise Management</li> <li>3. Technology and strategy of own business</li> <li>4. Motivation of staff</li> <li>5. Measures to improve the production activities of the enterprise</li> <li>6. Internship report presentation</li> </ol>		
<p><b>Literature</b>  <i>Language of teaching Ukrainian</i></p>		

**Compulsory reading**

1. Гречко А.В., Гречухін А.С. Дослідження методів підвищення ефективності виробничої діяльності підприємства // Сучасні проблеми економіки і підприємництва. Випуск 16, 2015. – С. 230-236.
2. Економічний аналіз: Навч. посібник. За ред. Волкової Н.А./ Н.А. Волкова, Р.М. Волчек, О.М. Гайдаєнко та ін. – Одеса: ОНЕУ, ротапринт. – 2015. – 310с.
3. Економічний аналіз діяльності суб'єктів господарювання». Посібник / Шкроміда В. В., Василюк М. М., Гнатюк Т. М. – Івано-Франківськ: Видавець Кушнір Г. М., 2016 – 219 с.

**Recommended reading**

1. Fundamentals of Business Process Management 2013, Marlon Dumas, Marcello La Rosa, Jan Mendling, Hajo Reijers, eBook Міжнародна економіка: Навчальне електронне видання / К.В. Балабанов, О.В. Булатова, Ю.І. Чентуков. - Маріуполь: МДУ, 2013. - 552 с.
2. Демиденко В.В. Управління бізнес-процесами як складова процесного підходу до управління підприємством // Ефективна економіка № 11, 2015.
3. Черкашина М.В., Науменко М.О. Планування бізнес-процесів для організації діяльності підприємства // Вісник економіки транспорту і промисловості № 57, 2017. – С. 46-52.
4. Чорнобай, Л. І. Бізнес-процеси підприємства: класифікація та структурно-ієрархічна модель [Текст] / Ліана Іванівна Чорнобай, Олег Ігорович Дума // Економічний аналіз : зб. наук. праць / Тернопільський національний економічний університет; редкол. : В. А. Дерій (голов. ред.) та ін. – Тернопіль : Видавничополіграфічний центр Тернопільського національного економічного університету “Економічна думка”, 2015. – Том 22. – № 2. – С. 171-182.



## Structure of the Study Programme Economics of Business (Master's degree)

Semester	1	2	3
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Teaching Units (Courses), ECTS* Mandatory
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Courses of General training	6	0	0
Courses of Professional Training	22,5	5,5	0
<b>TOTAL</b>	<b>28,5</b>	<b>5,5</b>	<b>0</b>

Teaching Units (Courses) Elective** 25 ECTS
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Courses of General training	10	0
Professional courses and practical training	6	10
<b>TOTAL</b>	<b>16</b>	<b>10</b>

Internship 12 ECTS	6	6
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Master's Thesis 18 ECTS		18
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<b>TOTAL</b>	Mandatory	Elective	Internship	Master's Thesis
	34	26	12	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