

**ALFRED NOBEL UNIVERSITY, DNIPRO**

**STUDY PROGRAMME  
MARKETING (Master's degree)**

**COURSE CATALOGUE**

**2020-2021 academic year**

**Dnipro 2020**

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<b>STRATEGIC 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	1/14 weeks, 56 hours in class	5 / Mandatory  <b>Course paper:</b> 1 ECTS credit	Iryna Taranenko, Doctor of Science, Full Professor	180 hours (28 h. lectures, 28 h. seminars/practical, 124 h. self-study time)  <b>Course paper:</b> 30 hours
<b>Course aims:</b> Students become proficient the strategic marketing theories and concepts, methods of analysis the complex data. By linking theory and practice the course aims to provide students skills how to develop marketing strategies and make strategic marketing decisions within the uncertain 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) understand the theoretical and methodological foundations of strategic marketing;		Lectures, seminars, self-study activities	Participation in the seminar (CAS)	
2) use modern methodological approaches to selection and approval the marketing strategy of a company and make strategic decisions regarding the marketing mix;		Lectures, tutorials, guided self-study activities, case study	Case study presentation and participation in discussion (CAS)	
3) effectively apply the results of marketing research and portfolio analysis to select and develop marketing strategies;		Lectures, practical classes, workshop	Practical skills assessment (CAS)	
4) acquire skills in using modern methods and techniques to generate ideas how to create and strengthen a long-term competitive advantage for the company;		Practical classes, self-study activities, case study, workshop	Case study and practical skills assessment (CAS)	
5) make functional and economic justification of marketing strategies to change market requirements;		Lectures, case study, essay	Case study assessment (CAS)	
6) demonstrate relevant practical, academic, analytical and organizational skills e.g. conducting academic research in the topic, making decisions, team work organization.		Case study in small groups, presentations, research in the topic of the course paper	Peer small group presentation, individual presentation (CAS)	
Learning outcomes 1-6		Writing the course paper, guided self-study activities	Course paper (FAC)	
Learning outcomes 1-6			Final exam (FAC)	
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>				

**40% Final exam (4 sets of written assignments, each assignment includes 2 essays and analytical problem to resolve)**

**60% Continuous assessment:**

10% Participation in the seminar / discussion

20% Case study

10% Practical skills assessment (analytical task with calculations)

10% Presentation individual or in small group (oral, multimedia)

**Course paper** is evaluated separately and its score is not included into the course final grade. Successful completion of the course paper is a prerequisite for student's admission to final examination.

### Contents

#### **Module 1. The strategic orientation of the enterprise and analysis of market situation**

Nature and scope of Strategic Marketing

Analysis of the marketing environment

Defining the competitive advantage

Marketing segmentation strategy. The formation and selection of target segments

#### **Module 2. Selection, evaluation and implementation of marketing strategies for businesses**

Marketing growth strategy

Marketing strategies for diversification

Business portfolio strategic marketing management

Marketing strategies of differentiation and positioning

Marketing competitive strategies

### Literature

#### Compulsory reading

1. Куденко Н.В. Стратегічний маркетинг /Н.В. Куденко. – К.: КНЕУ, 2005. – 152с.

2. Крикавський Є.В. Стратегічний маркетинг: навч. посібн. / Є.В. Крикавський та ін. – Львів: Вид-во Львівської політехніки, 2013. – 256 с.

3. Marketing Strategy and Competitive Positioning. 3<sup>rd</sup> ed. Graham J. Hooley, John A. Saunders, Nigel F. Piersy. Prentice Hall, 2004.

#### Recommended reading

1. Балабанова Л.В. Стратегічний маркетинг: підручник / Л.В. Балабанова та ін. – К., Центр навчальної літератури, 2012. – 612 с.

2. Гайдаенко Т.А. Маркетинговое управление. Полный курс МВА. Принципы управленческих решений и российская практика / Т.А. Гайдаенко. – М. Экспо, 2006. – 496с.

3. Dibb S., Simkin L., Pride W.M., Ferrel O.C. Marketing. Concepts and Strategies. (5<sup>th</sup> European Edition). Houghton Mifflin Company. Boston-New York-Abingdon.

4. **Kingsnorth S.** (2016). Digital Marketing Strategy: An Integrated Approach to. Online. Marketing Kogan Page, 339 p.

6. Кревенс Д. В. Стратегический маркетинг/ Д.В. Кревенс. – М.: Изд. Дом «Вильямс», 2008. – 512 с.

7. Ламбен Ж. Менеджмент, ориентированный на рынок. Стратегический маркетинг. – СПб.: Питер, 2008. – 800 с.

8. Kotler, Ph., Keller, K.L. (2012) Marketing Management. 14 ed. Pearson, 812 p.

9. **Torsten Tomczak, Sven Reinecke, Alfred Kuss** (2018). Strategic Marketing: Market-Oriented Corporate and Business Unit Planning, Springer, 261 p.

10. Хулей Г. Маркетинговая стратегия и конкурентное позиционирование / Г. Хулей, Д. Сондерс, Н. Пирси. – Днепропетровск: Баланс Бизнес Букс, 2005. – 678 с.

11. Уолкер – младший, О. Маркетинговая стратегия / О. Уолкер – мл. Х. Бойд, Ж.-К. Ларше, Дж. Маллинз. – М.: Вершина, 2006. – 496 с.

<b>ADVERTISING 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	1 /14 weeks, 56 hours in class	6 / Mandatory	Tetiana Mishustina, PhD (Candidate of Science), Associate Professor.	180 hours (28 h. lectures, 28 h. seminars/practical, 124 h. self-study time)
<b>Course aims</b> are to provide students with methods and technology of preparation and organization of advertising campaigns, analysis, planning, implementation and monitoring of the effectiveness of advertising				
<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) characterise the classification of advertising;		Lecture, practical classes, discussion	Participation in the discussion (CAS)	
2) conduct market advertising research;		Lecture, self study activities, supervised project work	Project (CAS)	
3) plan advertising promotional activities;		Lecture, practical classes, supervised project work	Essay, presentation, project (CAS)	
4) understand and characterize current mechanism for using psychological foundations in advertising management;		Lecture, practical classes, case study, self study activities,	Essay, case study (CAS)	
5) position the product and determine the purpose of advertising;		Lecture, workshop, internet search, self-study activities	Presentation (CAS)	
6) develop a plan of media and media plan;		Problem lecture, practical classes, case study in small groups, supervised project work	Peer small group presentation, analytical problem to resolve, project (CAS)	
7) monitor the results and evaluate effectiveness of the advertising campaign.		Problem lecture, workshop, project	Participation in the discussion, analytical problem to resolve, project (CAS)	
Learning outcomes 1-4			Mid-term control (CAS)	
Learning outcomes 3-7			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, each assignment includes 1 essay and 2 analytical problems to resolve)</b>				
<b>60% Continuous assessment:</b>				
20% Project				
10% Essay (written)				
10% Presentation (oral, multimedia)				
20% Mid-term control (2 essays, computer multiple choice tests)				

## Contents

### Thematic structure of the course:

#### Module 1. The essence and the psychological basis of advertising management

- Basic classification of advertising
- Organization and structure of the advertising process
- Advertising Market Research
- Psychological foundations of advertising management

#### Module 2. Planning, organization and control of advertising

- Advertising agencies and advertising planning
- Develop a plan to use the media
- Planning and control of advertising campaigns

### Literature

#### Compulsory reading

1. Балабанова Л.В. Рекламний менеджмент: підручн. / Л. В. Балабанова, Л.О. Юзик. К.: Центр учбової літератури, 2014. -392 с.
2. Рекламний менеджмент: теорія і практика: підручник /Т. Г. Діброва, С. О. Солнцев, К. В. Бажеріна. – Київ: КІП ім. Ігоря Сікорського, Вид-во «Політехніка», 2018. – 300с.
3. Евстафьев В. А. Организация и практика работы рекламного агентства: учебник для бакалавров. 2-е изд. / В. А. Евстафьев, А. В. Молин – М.: Дашков и К, 2019. – 507 с.
4. Есикова И.В. Подготовка и успешное проведение рекламных кампаний, 2-е изд. – М.: Дашков и К, 2018. 240 с.
5. Карпова С.В. Рекламное дело: учебник и практикум для прикладного бакалавриата. 2-е изд., перераб. и доп. – М.: Юрайт, 2017.431 с.
6. Мішустіна Т.С. Збірник завдань для проведення практичних занять та самостійної роботи студентів з дисципліни “Рекламний менеджмент” /Т.С. Мішустіна. – Дніпро: ДУАН, 2018.
7. Мельникова Н.А. Медиапланирование: стратегическое и тактическое планирование рекламных кампаний, 2-е изд. – М.: Дашков и К,2018. 180 с.
8. Advertising and Integrated Brand Promotion, 8th Edition by O'Guinn Allen Close Scheinbaum Semenik, 2019

#### Recommended reading

1. Акулич М. В. Интернет-маркетинг: учебник для бакалавров / М. В. Акулич. – М.: Дашков и К, 2019. – 352 с.
2. Басова І. Рекламні заходи: організація та облік / І. Басова – Х.: Фактор, 2008. – 544 с.
3. Божкова В.В. Реклама та стимулювання збуту: Навчальний посібник рекомендований МОНУ/ В.В.Божкова; ЦНЛ. - К.: 2010. - 200 с.
4. Владимирська Т.О. Реклама: Навчальний посібник / Т.О.Владимирська; ЦНЛ. - К.: 2009. - 336 с.
5. Діброва Т.Г. Маркетингова політика комунікацій: стратегії, вітчизняна практика: Навчальний посібник/ Т.Г. Діброва; ЦНЛ. - К.: 2009. - 320 с.
6. Донченко А. Эффективность рекламы <http://advertology.ru> Иванов А.Н. Бесплатная реклама. Результат без бюджета. – М.: Альпина Паблишер, 2017. 206 с.
7. Измайлова М.А. Психология рекламной деятельности. Практическое пособие, 2-е изд. – М.: Дашков и К, 2017. 240 с.
8. Измайлова М.А. Психология рекламной деятельности. Учебник, 3-е изд. – М.: Дашков и К, 2018. 444 с.
9. Ильхов М., Сарычева Л. Пиши, сокращай. Как создать сильный текст. – М.: Альпина Паблишер, 2017. 440 с.
10. Кутлалиев А. Эффективность рекламы / А. Кутлалиев, А. Попов; ЭКСМО, - М. 2005.- 378 с.

11. Роїна О.М. Рекламна діяльність в Україні: Нормативна база / О.М. Роїна; ЦНЛ. - К.: 2005. - 108 с.
12. Zhu, X. Prevention in Online Digital Advertising / Zhu, X., Tao, H., Wu, Z., Cao, J., Kalish, K., Kayne, J. Springer Nature Switzerland, 2017

#### **Internet**

1. Advertising Age - <http://adage.com/>
2. Adweek - <http://www.adweek.com/aw/index.jsp>
3. Brandweek - <http://www.brandweek.com/bw/index.jsp>
4. BTL-magazine - <http://www.btl-mag.ru/site.aspx?IID=287264>
5. Communication Arts Network - <http://www.commart.com/>
6. Guardian - <http://media.guardian.co.uk/subscribe>
7. MarketingWeek - <http://www.marketingweek.co.uk/>
8. P.O.S. Materials (Point of Sales Materials) - <http://www.posm.ru/>
9. PR в России - <http://www.rupr.ru/>
10. PROMOmix. Идеи. Технологии. Оборудование. Материалы - <http://www.promomix.net/fresh.php>
11. Sales business / Продажи - <http://www.salespro.ru/>
12. Атлас рекламного рынка - <http://www.prosmi.ru/magazin/atlas/>
13. Бренд-менеджмент - <http://www.grebennikov.ru/brand-management.phtml>
14. Журнал про графічний дизайн - <http://kak.ru/magazine/13-14/a262/>
15. Индустрия рекламы - <http://www.ir-magazine.ru/>
16. Интернет-маркетинг - [http://www.grebennikov.ru/in\\_mark.phtml](http://www.grebennikov.ru/in_mark.phtml)
17. Креатив&creativity - <http://www.creative-mgz.ru/>
18. Лаборатория рекламы - <http://lab.advertology.ru/animat.htm>

<b>PRODUCT INNOVATION POLICY</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/	5 / mandatory	Svitlana Yaremenko, Candidate of Science, Associate Professor	150 hours (28 h. lectures, 14 h. seminars/practicals, 108 h. self-study time)
<b>Course aims:</b> Students will gain the ability to form product innovation and using the effective application of research results to create competitive products; skills using modern methods and techniques to generate ideas, functional and economic justification of new products to market requirements.				
<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 new product concepts;		Lecture, practical classes, discussion, work in pairs to solve problems	Participation in the discussion, essay, presentation (CAS)	
2) generate ideas for new products and capabilities to carry out a preliminary analysis of production and marketing;		Lecture, practical classes, brainstorming, self study activities	Participation in the discussion, essay (CAS)	
3) carry out market research on the prospects of a new product;		Lecture, self study activities, field research	Peer small group presentation, report (CAS)	
4) assess the commercial prospects of innovative products;		Lecture, practical classes, workshop, case study	Solving problems, participation in the discussion, case study (CAS)	
5) using search marketing analysis, evaluation and implementation of ideas for updating the product range of the company;		Lecture, practical classes, workshop, work in pairs to solve problems,	Peer small group presentation, essay (CAS)	
6) assess the cost-effectiveness of innovations.		Problem lecture, self-study activities, solving problems	Peer small group presentation (CAS)	
Learning outcomes 1-3			Mid-term control (CAS)	
Learning outcomes 1, 4-6			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 (5 sets of written assignments, each assignment includes analytical problem solving and 2 essay)</b> <b>60% Continuous assessment:</b> 10% Participation in the discussion 10% Case study				



<p>10% Essay (written)  10% Presentation (oral, multimedia)  20% Mid-term control (computer multiple choice tests, mini case)</p>
<p><b>Contents</b></p>
<p><b>Thematic structure of the course:</b>  <b>Module 1. Product innovation policy</b>  Innovations like object product innovative policy  Process approach in managing innovation in the enterprise  New product concepts in marketing  Integrated provision of marketable innovation policy  <b>Module 2. Strategy marketable innovation policy and its implementation directions</b>  Marketing innovative strategies and models of their choice, types of investment strategies of enterprises  Trading Policy and inventory management  Organization and planning to create a new product  Technological development of enterprise management  Product Quality Management System</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. Ілляшенко С.М., Ю.С. Шипуліна. Товарна інноваційна політика. – К.: Університетська книга, 2015. – 281 с.</li> <li>2. Гриньов В.Ф. Товарно-інноваційна політика підприємства: Учебное пособие / В.Ф. Гриньов. – К.: МАУП, 2004. – 160 с.</li> <li>3. Чухрай Н. Товарна інноваційна політика: управління інноваціями на підприємстві: Підручник / Н. Чухрай, Р. Патора.- К.: КОНДОР, 2006. – 398 с.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Денисенко М.П. Провайдинг інновацій: Навчальний посібник / М.П. Денисенко. - К.: Центр навчальної літератури, 2008. – 304 с.  Каракай Ю.В. Маркетинг інноваційних товарів: Монографія / Ю.В. Каракай. – К.: КНЕУ, 2005. - 226с.</li> <li>2. Кардаш В.Я. Товарна інноваційна політика: Підручник / В.Я. Кардаш, І.А. Павленко, О.К. Шафалюк. – К.: Видавництво КНЕУ, 2002. – 266 с.</li> <li>3. Менеджмент та маркетинг інновацій: Монографія // За заг. ред. С. Ілляшенка. – Суми: ВТД «Університетська книга», 2004. – 616 с.</li> <li>4. Ткаченко Л.В. Збірник завдань для проведення практичних занять та самостійної роботи студентів з дисципліни “Товарна інноваційна політика” /Л.В.Ткаченко. – Дніпропетровськ: ДУЕП, 2013. –90 с</li> <li>5. Чухрай Н. І. Маркетинг інновацій: підручник / Н.І. Чухрай. - Львів: Видавництво Львівської політехніки, 2011. – 256 с.</li> <li>6. Robert G. Cooper, Scott J. Edgett (2009) Product Innovation and Technology Strategy. Product Development Institute, 2009. – 272 p.</li> <li>7. <b>Michel Robert.</b> Product Innovation Strategy, Pure and Simple: How Winning Companies Outpace Their Competitors. McGraw Hill Professional, 1995 – 174 p.</li> <li>8. Cantamessa Marco, Montagna Francesca (2016). Management of Innovation and Product Development. - Integrating Business and Technological Perspectives. Springer. 377 p.</li> </ol>

<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	1 /14 weeks, 42 hours in class	5 / Mandatory	Tetiana Bolgar, Doctor of Science, Full Professor	150 hours (28 h. lectures, 14 h. seminars/practicals, 108 h. 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) design the financial management system in terms of the three major decision areas that confront the financial manager;		Lecture, seminars, practical classes, practical classes, self-study activity		Test (computer), exercise, case study (CAS)
2) generate the goal of the firm and summarize why shareholders' wealth maximization is preferred over other goals;		Self-study activity, solving problems, discussion		Participation in the discussion (debates), explanation solving problems (CAS)
3) calculate, implement and evaluate both the future and present value of: an amount invested today;		Work in pairs to solve problems, workshop, solving problems		Student reports assessment, explanation solving problems, case study (CAS)
4) define and explain the capital-asset pricing model (CAPM), beta, and the characteristic line;		Discussion, case study in small groups, solving problems		Peer small group presentation, case study, explanation solving problems (CAS)
5) define, calculate, and categorize the major financial ratios and generate what they can tell us about the firm;		Self-study activity, solving problems, case study		Exercise, test (computer), case study presentation (CAS)
6) apply and critically evaluate finance and investment theory with particular reference to the operation of financial markets;		Work in pairs to solve problems, presentation, self-study activity, solving problems		Participation in the discussion (debates), individual presentation assessment (CAS)
7) apply and critically evaluate theories of financial statements and related analysis;		Workshop, self-study activity, solving problems		Exercise, test (computer), report, explanation solving

<p>8) identify, define and analyze problems and identify and create process to solve them;</p> <p>9) demonstrate advanced numeracy and quantitative skills;</p> <p>10) engage and work effectively in groups.</p> <p>Learning outcomes 1-5.</p> <p>Learning outcomes 6-10.</p>	<p>Self-study activity, solving problems</p> <p>Work in pairs to solve problems, workshop Discussion, case study in small groups</p> <p>Self-study activity, solving problems</p>	<p>problems (CAS)</p> <p>Student reports assessment, exercises (CAS)</p> <p>Peer small group presentation, exercise, case study (CAS)</p> <p>Participation in the discussion (debates), student reports assessment (CAS)</p> <p>Mid-term control (CAS)</p> <p>Final exam (FAS)</p>
<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 solving problems and computer multiple choice tests)</b></p> <p><b>60% Continuous assessment:</b></p> <p>20% Peer small group presentation</p> <p>40% Exercise</p> <p>20% Student reports assessment</p> <p>20% Solving problems</p>		
<p><b>Contents</b></p>		
<p><b>Thematic structure of the course:</b></p> <ol style="list-style-type: none"> <li>1. Introduction to financial management</li> <li>2. Financial statement analysis</li> <li>3. Sources of financing</li> <li>4. Capital structure</li> <li>5. Cost of capital</li> <li>6. Leverage</li> <li>7. Dividend decision</li> <li>8. Capital budgeting</li> <li>9. Working capital management</li> <li>10. Special financing</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. 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> <li>4. Eugene F. Brigham, Joel F. Houston. Fundamentals of Financial Management, Concise Eighth Edition, 2015, 692 p.</li> </ol>		

### **Recommended reading**

1. Офіційний сайт Агенції з розвитку підприємництва – [Електронний ресурс] – Режим доступу: [www.ade.kiev.ua](http://www.ade.kiev.ua)
2. Офіційний сайт економічної бібліотеки – [Електронний ресурс] – Режим доступу: [www.economics.com.ua](http://www.economics.com.ua)
3. Офіційний сайт Державного комітету статистики – [Електронний ресурс] – Режим доступу: [www.stat.gov.ua](http://www.stat.gov.ua)
4. Офіційний сайт з управління фінансами – [Електронний ресурс] – Режим доступу: [www.management.com.ua](http://www.management.com.ua)
5. Sharon Kioko, Justin Marlowe. Financial Strategy for Public Managers, 2018, 229 p.
6. 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)
7. Brigham E.F., Gapenski L.C. (2003). Financial Management. Theory and Practice. 6-th Edition, The Dryden Press.
8. Adrienne Watt. Project Management. BCCAMPUS VICTORIA, B.C., 2014, 220 p.

<b>LOGISTICS 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	1/14 weeks, 42 hours in class/	5 / Elective	Valentyna Shevchenko, PhD (Candidate of Science), Associate Professor	150 hours (28 h. lectures, 14 h. seminars/practicals, 108 h. self-study time)
<p><b>Course aims:</b> The course is geared towards helping students study to improve cooperation between base functional spheres (supply, production, marketing, distribution, sales organisation); to use a logistical management for the increase of enterprise soundness, coordination of actions and decision of problem resolution.</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) define logistical management aims and way of achieving goals; 2) characterize the logistical management system of organization; 3) point out the logistical functions coordination; 4) evaluate the management level of logistical service.		Interactive lecture, practical classes, discussion Internet search, self-study activities Lecture, practical classes, solving calculative tasks Problem lecture, case study in small groups	Participation in the discussion, test (CAS) Presentation (CAS) Explanation of solving problems (CAS) Peer small group presentation (CAS)	
<p><b>Assessment</b>  <b>Final grade (final assessment) as a result of 100% continuous assessment:</b>            30% Participation in the discussion, test (CAS)            20% Presentation (CAS)            20% Peer small group presentation (CAS)            30% Participation in the discussion / workshop</p>				
<b>Contents</b>				
<p><b>Thematic structure of the course:</b></p> <ol style="list-style-type: none"> <li>1. Methodological bases of logistical management and its function;</li> <li>2. Logistical management organizational framework of organization;</li> <li>3. Classification of logistical management organizational framework;</li> <li>4. The logistic in forming of enterprise labour potential;</li> <li>5. Logistical strategy, planning and mission;</li> <li>6. Logistical analysis, control and audit;</li> <li>7. Efficiency of logistical service activity of enterprise.</li> </ol>				

## Literature

### Compulsory reading

1. Крикавський Є. Логістика та управління ланцюгом поставок: навч. посібник / Є. Крикавський, О. Похильченко, М. Фертч [текст] – Львів: Вид-во Львівської політехніки, 2017. – 804 с.
2. Пономаренко В. С. Логістичний менеджмент : підручник / В. С. Пономаренко, К. М. Таньков, Т. І. Лепейко ; за ред. д-ра екон. наук, проф. В. С. Пономаренка. – Х. : ВД "ІНЖЕК", 2010. – 440 с.
3. Крикавський Є.В. Логістичне управління: підручник / Є.В. Крикавський. – Л.: НУ «Львівська політехніка», 2012. – 351 с.

### Recommended reading

1. Балабанова Л.В. Комерційна діяльність: маркетинг і логістика: навчальний посібник / Л.В. Балабанова, А.М. Германчук. – К.: Професіонал, 2014. – 143 с.
2. Балабанова Л.В. Логістика: підручник / Л.В. Балабанова, А.М. Германчук. – Львів: Вид-во ПП «Магнолія 2006», 2013. – 368 с.
3. Меламедов Б. Комплексное управление складом, дистрибуцией и торговлей [Текст] / Б. Меламедов // Логистика. – 2013. – № 1. – С. 24-25.
4. Kewill (2008) Logistics and Transport Industry Environmental Survey. Transport Intelligence. Available from: <http://www.supplychainstandard.com/liChannelID/16/Articles/1876/Kewill+Green+Logistics+Survey.html>
5. Alan Harrison, Remko Van Hoek, Heather Skipworth (2014). Logistics Management and Strategy 5th edition: Competing through the Supply Chain, Pearson, 427 p.

<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	2/11 weeks, 44 hours in class	5 / Mandatory	Iryna Taranenko, Doctor of Science, Full Professor	150 hours (22 h. lectures, 22 h. seminars/practical, 106 h. self-study time)
<p><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</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 operates marketing management, for analysis the marketing environment of the company and marketing planning;</p> <p>2) use modern methodological approaches to develop the marketing policies regarding the marketing mix and choose the relevant forms of organization of marketing;</p> <p>3) classify and generalize information, make research connected with professional activity issues and implement the results into the professional activity;</p> <p>4) apply the results of marketing research and portfolio analysis to develop effective marketing plans in line with defined strategic activities of the company;</p> <p>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;</p> <p>6) demonstrate relevant practical, analytical, communication and organizational skills e.g. conducting academic research in the topic, making decisions, team work organization.</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, project supervising</p> <p>Practical classes, case study, workshop</p> <p>Project supervising, research in the topic of the project, 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>Project, small group presentation (CAS)</p> <p><b>Final exam (FAC)</b></p>
<b>Learning outcomes 1-6</b>				

## Assessment

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

**40% Final exam (Written assignment includes an essay and a case)**

**60% continuous assessment:**

10% Participation in the discussion / workshop

30% Project

20% Presentation

## Contents

### Module 1. Organization of marketing management in the company

Current understanding and content of marketing management

Organization of marketing in business

Marketing planning system

The use of marketing indicators for marketing planning

### Module 2. Marketing planning as a component part of marketing management

Marketing strategic planning

Tactical and operational planning of marketing

Control and analysis of marketing activity results

## Literature

### Compulsory reading

1. Біловодська О.А. Маркетинговий менеджмент: навчальний посібник / О.А. Біловодська – К.: Знання, 2010. – 386 с.

2. Котлер Ф. Маркетинговий менеджмент, 12-е вид. / Ф. Котлер; — К.: «Видавництво Ліра-К», 2012. – 860 с.

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.

4. **Torsten Tomczak, Sven Reinecke, Alfred Kuss** (2018). Strategic Marketing: Market-Oriented Corporate and Business Unit Planning, Springer, 261 p.

### Recommended reading

1. Kotler, Ph., Keller, K.L. (2012) Marketing Management. 14 ed. Pearson, 812 p.

2. Ламбен Ж.Ж. Менеджмент, ориентированный на рынок. Стратегический и операционный маркетинг / Ж.Ж. Ламбен; – СПб.: Питер, 2007. – 800 с.

3. Marketing Metrics. 50+ Metrics Every Executive Should Master. Paul W. Farris, Neil T. Bendle, Philipp E. Pfeifer, David J. Reibstein. Wharton School Publishing.

4. Михальский А. В. Маркетинговый план своими силами. Готовые маркетинговые решения (+СД)/А.В. Михальский. – СПб.; Питер, 2008. – 139 с.

5. Овечкіна О.А. Планування маркетингу/ О.А. Овечкіна. – К., Центр навчальної літератури, 2013. – 352 с.

6. Уолкер – мл., О. Маркетинговая стратегия / О. Уолкер – мл. Х. Бойд, Ж.-К. Ларше, Дж. Маллинз. – М.: Вершина, 2006. – 496 с.

7. Simon Kingsnorth (2016). Digital Marketing Strategy: An Integrated Approach to Online Marketing Kogan Page, 339 p.



<b>METHODOLOGY AND ORGANIZATION 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	3/5 weeks, 30 hours in class	3 / Mandatory	Valentyna Shevchenko, PhD (Candidate of Science), Associate Professor	90 hours (15 h. lectures, 15 h. seminars/practical, 60 h. self-study time)
<b>Course aims:</b> The purpose of the course is familiarizing students with the basics of research activities and knowledge of research methodology, theory, methods and technologies. Students become proficient special skills how to conduct research and present the results when writing research papers, course papers, master thesis 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:				
1) understand the basics of scientific and research methodology; 2) apply the new information technologies, use computer systems and databases in the research process; 3) implement requirements for the design of paper, research project, thesis and dissertation; 4) conduct literature search on the topic, including using modern computer databases;  5) develop scientific problems and choose research methods; 6) conduct research projects, write independently papers and thesis on the basis of his / her own research;  7) understand the inadmissibility of plagiarism in research.		Lecture, independent study, seminar Practical classes, data analysis, small group presentation Practical classes, self-study activity, writing research paper Lecture, practical classes, internet search, working with library catalogs Lecture, seminar, writing essay Independent work, writing research paper, research on the topic of master's thesis Lecture by guest speaker		Essay (CAS)  Research paper, presentation (CAS) Research paper, presentation (CAS) Essay, presentation (CAS)  Essay, research paper (CAS) Research paper, presentation (CAS)  Essay, research paper (CAS)
<b>Assessment</b>				
<b>Final grade (final assessment) as a result of 100% continuous assessment:</b>				
20% Essay (written)				
50% Research paper (written)				
30% Presentation (oral, multimedia)				
<b>Contents</b>				
<b>Thematic structure of the course:</b>				
Essence and history of science genesis				
Basics of methodology of scientific and research activity				
General research methods				

Selection, stages and economic efficiency of conducting research  
Methodology of writing a course paper and diploma paper  
Theory and practice of social and economic research  
Informative supporting of research activity  
Avoiding plagiarism  
Researching and transferring information

### **Literature**

#### **Compulsory reading**

1. Добронравова І.С., Руденко О.В., Сидоренко Л.І. та ін. *Методологія та організація наукових досліджень: навчальний посібник*. К.: ВПЦ «Київський університет», 2018. – 607с.
2. Важинський С. Є., Щербак Т. І. *Методика та організація наукових досліджень: Навч. посіб.* Суми: СумДПУ імені А. С. Макаренка, 2016. – 260 с.
3. *Методологія та організація наукових досліджень: навчально-методичний посібник* / В. М. Михайлов та ін. Х.: ХДУХТ, 2014. – 220 с.
4. *Методологія та організація наукових досліджень: навчальний посібник* / Б. І. Мокін, О. Б. Мокін. Вінниця: ВНТУ, 2014. – 180 с.
5. Philip Kotler. *Kotler On Marketing: How To Create, Win, and Dominate Markets*. London. 2014. 272 p.

#### **Recommended reading**

1. Швець Ф. Д. *Методологія та організація наукових досліджень: навч. посіб.* Віче: НУВГП, 2016. – 151 с.
2. Berend Wierenga, Ralf van der Lans. *Handbook of Marketing Decision Models*. – Springer, 2017. Доступ через електронну бібліотеку НІУ ВШЭ, для переходу по ссилке нужна авторизация в системе удаленного доступа ресурса. <http://link.springer.com>
3. Bullard, B. (2016). *Style and Statistics: The Art of Retail Analytics*. Hoboken: Wiley. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&site=eds-live&db=edsebk&AN=1427441>
4. Quirk, T. J., & Rhiney, E. (2016). *Excel 2016 for Marketing Statistics: A Guide to Solving Practical Problems*. Cham: Springer. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&site=eds-live&db=edsebk&AN=1261494>
5. Kotler, Philip. Kevin Lane Keller. *Marketing Management, 12th ed.* Pearson Prentice Hall. 2009. 814 p.

<b>BUILDING A PERSONAL BRAND</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 Mishustina, Candidate of Science, Associate Professor	150 hours (22 h. lectures, 22 h. seminars/practical, 106 h. self-study time)
<b>Course aims:</b> are to provide students with theoretical knowledge and practical skills for building and developing a personal brand. To determine features and general approaches to design and develop a personal brand.				
<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) use modern methods of developing a personal brand;		Lecture, practical classes, discussion, case study in small groups, self-study activity, role play	Participation in the discussion, participation in the role play (CAS)	
2) be able to apply in practice modern approaches of development a personal brand;		Practical classes, self-study activity, internet search, project work	Practical skills assessment, research project (CAS)	
3) form practical skills to present themselves effectively on the market introspection and to be well trained for.		Practical classes, self-study activity, internet search, individual presentation	Practical skills assessment, individual presentation, research project (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 20% Participation in the discussion 10% Participation in the role play 30% Individual presentation assessment 30% Research project 10% Practical skills assessment				
<b>Contents</b>				
<b>Thematic structure of the course:</b> 1. The essence and content of self branding. 2. Parameters and structure of the personal brand. Goals and values as elements brand structure. 3. The laws of branding. 4. Authenticity of a brand. 5. Corporate Identity. 6. Technologies of personal brand assessment.				

7. Basic principles of presentations and self-presentations.
8. Preparation and planning of presentations. Personal image management.
9. Personal brand management.

**Literature**  
**Compulsory reading**

1. Елисеев В. Как заработать на своем имени. Секреты создания личного бренда. – М.: Эксмо, 2019. – 240 с.
2. Горчакова В. Г. Психология создания персонального бренда / В.Г. Горчакова. — М.: ДиС, 2010. — 336 с.
3. Желязны Джин. Бизнес-презентация. Руководство по подготовке и проведению. / Джин Желязны— М.: Институт компл. стратег. исследов., 2008. — 144 с.
4. Кононова Е. Личный бренд с нуля. Как заполучить признание, популярность, славу, когда ты ничего не знаешь о персональном PR. – М.: АСТ, 2017. 256 с.
5. Кузнецов П.А. Копирайтинг & спичрайтинг. Эффективные рекламные и PR технологии, 2-е изд., перераб. – М.: Дашков и К, 2018. 131 с.
6. Макович В. Сделай себе имя! Построение личного бренда /Маркович В., Петров Л. – СПб.: Питер, 2013.
7. Трейси Брайан. Сила бренда: искусство выделяться из толпы конкурентов и доминировать на рынке/ Брайан Трейси; [пер. с англ. А. Науменко]. – М.: СмартБук, 2008. – 74 с.

**Recommended reading**

1. Асеев Ю. Психология речевого воздействия /Ю. Асеева // Реклама: внушение и манипуляция / Под ред. Д.Я. Райгородской. – Самара: Изд. дом «Бахрах-М», 2007. с.435-503
2. Бредемайер К. Черная риторика. Власть и магия слова. / Бредмайер К. М., Альпина Паблишерз, 2010. — 184 с.
3. Вайни Джон. Вы мечтаете стать главой компании? Путь наверх / Джон Вайни / Пер. с англ. – М.: ЗАО «Олимп-Бизнес», 2007. – 208 с.
4. Гогохия И. Продвижение в Telegram, WhatsApp, Skype и других мессенджерах. М.: Бомбора. – 2019. – 320 с.
5. Домнин В. Н. Брендинг: учебник и практикум для бакалавриата и магистратуры / В. Н. Домнин. – М.: Юрайт, 2017. 411 с.
6. Дуглас В П. Бессознательный брендинг. Использование в маркетинге новейших достижений нейробиологии. – М.: Азбука, 2019. – 320 с.
7. Иванов А. Как придумать идею, если вы не Огилви. – М.: Альпина Паблишер, 2017. 240 с.
8. Коняшин С. Стереотипы в информационно-новостном управлении общественным мнением (на примере телевизионных СМИ). – М.: Ленанд, 2018. 200 с.
9. Кондратьева Т., Саламатов В. Имидж как точная наука/Кондратьева Т., Саламатов В. — М.: Амфора, 2007. — 320 с.
10. Зарецкая Е. Н. Деловое общение:/Е.Н. Зарецкая Учебник: В 2т. М., Дело, 2008.
11. Уиллер А. Индивидуальность бренда. Руководство по созданию, продвижению и поддержке сильных брендов. – М.: Альпина Паблишер, 2019. – 236 с.
12. Уинтерсон Ричардс Дж. Вы – успешный предприниматель. Как убедить в этом окружающих / Дж Ричардс Уинтерсон; пер. с англ. – М.: Эксмо, 2008. – 112 с.
13. Talaya Waller Personal Brand Management: Marketing Human Value (Managementfor Professionals) 1st Edition Springer Nature Switzerland AG., 2020 (eBook)
14. Hume Johnson Brand YOU! Reinvent Yourself, Redefine Your Future: A 5-Step Guide to Building Your Personal Brand Paperback, 2018

**FOREIGN LANGUAGE (FOR SPECIFIC PURPOSES)**

<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	Galyna Myasoid, Candidate of Science, Associate Professor	150 hours (22 h. lectures, 22 h. seminars/practical 106 h. self-study time)

**Course aims:** 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) 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;	Practical classes, 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;	Practical classes, role play	Participation in the role play (CAS)
4) discuss business problems and recommend business solutions within the scope of their professional activities;	Practical classes, Internet search, self-study activities	Participation in the case study (CAS)
5) 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, practical skills assessment (CAS)
6) write business letters, memos and reports meeting the requirements to them;	Practical classes, self-study activities	Peer assessment, practical skills assessment (CAS)
7) write research papers in English.	Practical classes, self-study activities	Assessment of research paper (article) (CAS)

Learning outcomes 1-7		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  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)</p>		
<p><b>Contents</b></p>		
<p><b>Thematic structure of the course:</b></p> <p>Module 1. Competitive environment and corporate relationships.</p> <ol style="list-style-type: none"> <li>1. Customer relationships. CRM.</li> <li>2. Competitive edge and sales.</li> <li>3. Corporate ethics.</li> <li>4. Expanding abroad and overseas partnership.</li> </ol> <p>Module 2. Professional communication and academic writing.</p> <ol style="list-style-type: none"> <li>5. The basics of foreign professional communication and academic research.</li> <li>6. Working with the sources of professional information.</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. Brook-Hart, G. (2007). Business Benchmark. Advanced. Student's Book. Cambridge University Press, 186 p.</li> <li>2. Brook-Hart, G. (2007). Business Benchmark. Advanced. Personal Study Book. Cambridge University Press, 54 p.</li> <li>3. Mascull, B. (2018) Business Vocabulary in Use: Advanced. Third edition. Cambridge University Press.</li> <li>4. McCarthy, M., O'Dell, F. (2008). Academic Vocabulary in Use. Cambridge University Press, 178 p.</li> <li>5. 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.</li> <li>6. Wallwork, A. (2011). English for Writing Research Papers. Springer, 349 p.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Bailey, S. (2015). Academic Writing. A Handbook for International Students. Fourth edition. Routledge, 284 p.</li> <li>2. Dooley, J., Evans, V. (2001). Grammarway 4. Express Publishing, 224 p.</li> <li>3. Emmerson, P. (2007). Business English Handbook Advanced. Macmillan, 130 p.</li> <li>4. Loughheed, L. (2003). Business Correspondence: A Guide to Everyday Writing. NY: Pearson Education, Inc. 149 p.</li> <li>5. MacKenzie, I. (2002). Management and Marketing. NY: Thomson. 157 p.</li> <li>6. Pilbeam, A. (2001). International Management. Business English. Madrid: Pearson Education Limited, 96 p.</li> <li>7. Starodubtseva, T.V., Miasoid, G.I. (2009). Present your diploma project in English. Dnipropetrovsk, DUEP Press, 53 p.</li> <li>8. Virginia, E. (2000). Successful Writing. Proficiency. UK: Express Publishing, 164 p.</li> </ol>		

<b>METHODS OF TEACHING IN HIGHER EDUCATION</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	2/11 weeks, 44 hours in class	5 / Elective	Nataliia Volkova, Doctor of science, Full professor	150 hours (22 h. lectures, 22 h. seminars/practical 106 h. self-study time)
<b>Course aims:</b> The course is aimed at acquiring knowledge of the structure and content of the educational process in higher educational establishments focusing on teachers' work, forms of educational interaction with students, planning, organization and analysis of various types of educational and extracurricular studies.				
<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 the methods and techniques of pedagogical influence on personality and methods of pedagogical research in exploring and implementation of effective forms and methods of training and education; 2) support and form favourable social and psychological climate in a group for successful teaching activity; 3) follow in their activity the regulatory requirements for educational process in higher education; 4) operate knowledge about students' age features; 5) master teaching techniques and culture of teacher of the university, manage knowledge about students' age features;  6) operate basic types and methods of educational process in higher education; 7) apply methodology of development of educational materials and of teaching in higher education; 8) use the acquired ability and skills in process of preparing methodological support for various types of studies and assessment of knowledge; 9) follow basic requirements for the organization and control of independent and		1. Lecture, tutorials, discussion Resolution of pedagogical case studies 2. Tutorials, Case study in small groups 3. Lecture, tutorials 4. Internet search, self-study activities 5. Problem lecture, discussion  6. Problem lecture, case study in small groups 7. Problem lecture, discussion 8. Role play, resolution of pedagogical case studies 9. Self-study activity, tutorials	1. Participation in the discussion Participation in the case study (CAS) 2. Pedagogical case studies, test (CAS) 3. Essay, test (CAS) 4. Presentation (CAS) 5. Participation in the discussion, Practical skills assessment, test (CAS) 6. Peer small group presentation (CAS) 7. Participation in the discussion 8. Pedagogical case+ Participation in the pedagogical case studies (CAS) 9. Practical skills assessment	

individual forms of students' work		
Learning outcomes 1-9		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 pedagogical case studies and computer multiple choice tests)</b> <b>60% Continuous assessment:</b> 10% Participation in the discussion 10% Participation in the role play 10% Test (multiple choice, computer) 20% The resolution of pedagogical case studies 10% Presentation (oral, multimedia)		
<b>Contents</b>		
<b>Thematic structure of the course:</b> <ol style="list-style-type: none"> <li>1) Theoretical and methodological basis of pedagogy in higher education</li> <li>2) Methods and techniques of modern scientific-pedagogical research</li> <li>3) System of higher education as a special institution</li> <li>4) Regulatory requirements for educational process in higher education</li> <li>5) Ukrainian students as a special youth socio-demographic group</li> <li>6) Pedagogical culture of a teacher of a higher educational establishments</li> <li>7) Organization of educational process in higher education</li> <li>8) Components of educational process of higher educational establishments</li> <li>9) Teaching methods in higher education</li> <li>10) Teaching methods and their classification</li> <li>11) Methodological basis of teaching disciplines</li> <li>12) Methodology of delivering lectures</li> <li>13) Methodology for conducting practical studies and seminars</li> <li>14) Assessment techniques of knowledge, abilities and skills (passing examinations and tests)</li> <li>15) Technique of organising term and diploma paper</li> <li>16) Organization of independent and individual work of students</li> </ol>		
<b>Literature</b>		
<b>Compulsory reading</b>		
1. Волкова Н.П. Педагогіка: Нав. посіб. Вид. 2-ге, перероб., доп. – К.: Академвидав, 2012. – 616 с. 2. Сапожников С.В. Педагогіка вищої школи України та Болонський процес: Навч. посіб. – Д.: Інновація, 2010. – 358 с. 3. Алексюк А.М. Педагогіка вищої освіти України: Історія. Теорія. – К.: Либідь, 1998. – 611 с. 4. Вітвицька С.С. Основи педагогіки вищої школи: Методичний посібник для студентів магістратури. – К.: Центр навчальної літератури, 2003. – 316 с. 5. Громкова М.Т. Психология и педагогика профессиональной деятельности: Учеб. пособие для вузов. – М.: ЮНИТИ-ДАНА, 2003. – 415 с. 6. Нагаєв В.М. Методика викладання у вищій школі: Навчальний посібник. – К.: Центр навчальної літератури, 2006. – 241с.		
<b>Recommended reading</b>		
1. Kochkar, S.K. (2000). <i>Methods and Techniques of Teaching</i> . New Delhi: Sterling. 2. Theall, M., and Franklin, J. (1990). <i>Student Ratings of Instruction: Issues for Improving Practice</i> . <i>New Directions for Teaching and Learning</i> , no. 43. San Francisco: Jossey-Bass.		



3. Davis, B. G. (1993). *Tools for Teaching*. Jossey-Bass Publishers: San Francisco.
4. Hoyt, M. P., & Pallett, W. H. (1999). ). *Appraising teaching effectiveness: Beyond student ratings*. IDEA. Paper No. 36. Kansas State University, Center for Faculty Evaluation and Development. Retrieved June 1, 2002.
5. McCarthy, P. (1992). *Common Teaching Methods*. Retrieved July 24, 2008
6. *Typical Teaching Situations: A handbook for Faculty and Teaching Assistants* (n.d.). Retrieved July 23, 2008

<b>STRATEGIC AND COMPETITIVE ANALYSIS IN 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	2 / 11 weeks, 44 hours in class	5 / Elective	Iryna Taranenko, Doctor of Science, Full Professor	150 hours (22 h. lectures, 22 h. seminars/practical, 106 h. self-study time)
<b>Course aims:</b> Students become proficient practical application of techniques and methods for conduct strategic and competitive analysis and implement it into development marketing strategies, marketing 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 completion of the course, students will be able to:				
1) understand the strategic and competitive analysis methods and techniques;		Interactive lecture, practical classes		Participation in the discussion (CAS)
2) perform strategic and competitive analysis of a company;		Practical classes, data analysis		Practical skills assessment (CAS)
3) make marketing decisions on the base of strategic and competitive analysis results;		Lecture, case study, workshop		Case study, presentation (CAS)
4) implement the techniques and methods of strategic and competitive analysis into strategic planning.		Interactive lecture, practical classes, project supervision		Project presentation (CAS)
<b>Assessment</b>				
<b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 20% Practical skills assessment (solving problems using appropriate software) 50% Project (written) 30% Presentation (oral, multimedia)				
<b>Contents</b>				
<b>Thematic structure of the course:</b>				
<b>Module 1. Theoretical and methodological bases of strategic and competitive analysis</b>				
Role and place of analysis in the process of strategy development and realization				
Techniques and methods of strategic analysis				
Strategic analysis of enterprise competitive position by the methods of comparative analysis and grouping				
Strategic analysis matrix methods of competitive position				
Methods of competitive analysis and consumer analysis				
Strategic analysis of enterprise internal and external environment				
Strategic analysis of enterprise competitive advantages				
<b>Module 2. Organizational governance of strategic and competitive analysis</b>				
Carrying-out of strategic and competitive analysis motivation				
Carrying-out of strategic and competitive analysis methods engineering				

## Literature

### Compulsory reading

1. Савичев О.П. Стратегический и конкурентный анализ. В 2-х частях./О.П. Савичев – СПб.: Изд-во СПбГУЭФ, 2012. – 44+35 с.
2. Попова В.Д. Стратегічний аналіз: навчальний посібник / В.Д. Попова, Л.Ф. Маценко. – Чернівці: ЧНУ, 2018. – 157 с.
3. Хрущ Н.А., Ваганова Л.В. Особливості застосування елементів конкурентного аналізу в стратегічному управлінні підприємствами / Вісник Хмельницького національного університету 2009, № 6, Т. 1, Економічні науки. – С.115-118

### Recommended reading

1. Алексич К.О. Стратегічний конкурентний аналіз як інструмент формування конкурентних переваг у системі забезпечення конкурентоспроможності підприємства / К.О. Алексич // Науковий вісник Ужгородського національного університету. – 2016. – Вип. 10, Ч. 1. – С. 10-17.
2. Гордієнко П.Л. Стратегічний аналіз. /П.Л. Гордієнко, Л.Г. Дідковська: навч. пос. – К.: Алегра, 2011. – 520 с.
3. Грант Н.М. Современный стратегический анализ / Пер. с англ. под ред. В.Н. Фунтова. – СПб.: Питер, 2008. – 560 с.
4. Хорин А.Н. Стратегический анализ: Учебное пособие / А.Н. Хорин, В.В. Керимов. 2-е изд., перераб. и доп. – М.: Эксмо, 2009. –480 с.
5. Френкель. А.А. Экономико–статистическое содержание конкурентного анализа // Научно-информационный журнал «Вопросы статистики». – 2007. - №3. – С. 34-36
6. Porter M.E. Competitive Strategy: Techniques for Analysing Industries and Competitors. New York: Free Press, 1980, 393 p.
7. O'Shaughnessy John. Competitive Marketing: A Strategic Approach. The 3rd edition. - Thomson Learning College, 1995.
8. Porter M.E. From Competitive Advantage to Corporate Strategy // Harvard Business Review, May-June 1987, pp. 43-59.

<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	2 / 11 weeks, 44 hours in class	5 / Elective	Tetiana Mishustina, PhD (Candidate of Science), Associate Professor	150 hours (22 h. lectures, 22 h. seminars/practical 106 h. 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.		Lecture, practical classes, workshop, supervised project work Practical classes, discussion, case study Practical classes, 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)
Learning outcomes 1-4				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>10% Participation in the discussion</p> <p>10% Essay (written)</p> <p>20% Presentation (oral, multimedia)</p> <p>30% Research project</p> <p>30% Mid-term control (case study)</p>
<b>Contents</b>
<p><b>Thematic structure of the course:</b></p> <p>Module 1. To create brand</p> <ol style="list-style-type: none"> <li>1. Subject and tasks of the course</li> <li>2. Brand assets</li> <li>3. Market research in brand management</li> <li>4. Brand modelling</li> </ol> <p>Module 2. Brand management</p> <ol style="list-style-type: none"> <li>5. Brand strategy of the enterprise</li> <li>6. Brand positioning and management of its assets</li> <li>7. To monitor the effectiveness of the brand and brand management</li> </ol>
<p><b>Literature</b></p> <p><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>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).</li> <li>2. Аакер Д. Создание сильных брендов: пер. с англ., 2-е издание. /Д. Аакер - М.: Издательский Дом Гребенникова, 2012.</li> <li>3. Джозеф Ле Пла Ф. Интегрированный брендинг. / Ф. Джозеф Ле Пла, Линн М. Паркер. — М.: Изд. Дом «Олма-пресс», 2009. — 318 с.</li> <li>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</li> <li>5. Уиллер А. Индивидуальность бренда. Руководство по созданию, продвижению и поддержке сильных брендов. – М.: Альпина Паблишер, 2019. – 236 с.</li> <li>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.: ООО «Группа ИДТ», 2007.</li> </ol> <p><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Advertising and Integrated Brand Promotion, 8th Edition by O'Guinn Allen Close Scheinbaum Semenik, 2019</li> <li>2. Clifton, R. and Simmons, J. Brands and Branding. The Economist. 2007. <b>273 p.</b></li> <li>3. Годин А.М. Брендинг: Учебное пособие. - 2-е изд., перераб. и доп./ А. М. Годин. - М.: "Дашков и К", 2006.</li> <li>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.</li> <li>5. Д'Алессандро Девид. Войны брендов. / Девид Д'Алессандро — СПб.: Питер, 2009. — 221с.</li> <li>6. Капферер Жан-Ноэль. Бренд навсегда: создание, развитие, поддержка ценности бренда / Жан-Ноэль Капферер; пер. с англ. Е.В. Виноградовой/под общ.ред. В.Н. Домнина. – М.: Вершина, 2007.</li> </ol>

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.

<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	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/practicals, 106 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:				
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)

**Assessment****Final grade (final assessment) as a result of 100% continuous assessment:**

- 30% Participation in the discussion
- 20% Participation in the business play
- 20% Case study presentation
- 10% Essay (written)
- 20% Mid-term control (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****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.



<b>MARKETING OF RELATIONSHIP</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/	5,0 / Elective	Anastasiia Mostova, Doctor of Science, Associate Professor	150 hours (22 h. lectures, 22 h. seminars/practical, 106 h. self-study time)
<b>Course aims:</b> The course is geared towards helping students study the customer-centric organization relations system on the basis of achievement of theoretical and methodological bases of relationship marketing.				
<b>Learning outcomes</b> <b>On completion of the course, students will be able to:</b>		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
1) determine the problems of relationship portfolio;		Lecture, seminar, practical classes	Participation in the discussion (CAS)	
2) implementing the tools of relationship marketing;		Problem lecture, case study in small groups	Small group presentation (CAS)	
3) build the system of internal relations (internal marketing) in organization;		Interactive lecture, practical classes, role play	Participation in the role play (CAS)	
4) determine the models of administrative relations;		Lecture, tutorials, panel discussion, case study	Participation in the discussion, case study (CAS)	
5) evaluate the economic effect of enterprises cooperation;		Internet search, self-study activities	Solving problems (CAS)	
6) develop a relationship marketing program for an enterprise.		Problem lecture, case study in small groups	Small group presentation (CAS)	
Learning outcomes 1-4			Mid-term control (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 20% Participation in the discussion, 10% Participation in the role play (CAS) 20% Case study (CAS) 20% Small group presentation (CAS)				

30% Mid-term control: mini-case (CAS)

### Contents

#### Thematic structure of the course:

1. Marketing of relationship marketing: concept and principles;
2. Internal marketing;
3. Creation of product value for consumer;
4. Factors of relationship;
5. Communications in relationship marketing;
6. Research of service quality;
7. Consumer loyalty: determination, estimation and improvement program.

#### Literature

##### Compulsory reading

1. Акулич И.Л. Маркетинг взаимоотношений. Минск: Вышэйшая школа, 2010. — 254 с.
2. Иган Д. Маркетинг взаимоотношений. Анализ маркетинговых стратегий на основе взаимоотношений: учебник / Д. Иган. — 2-е изд. — М. : ЮНИТИ-ДАНА, 2012. — (Зарубежный учебник).— Пер. с англ. [Е.Э. Лалаян]. - 375 с.

##### Recommended reading

1. Вагапова Н.А., Азизова Г.Р. Маркетинг взаимоотношений - новая концепция маркетинга. Вестник Казанского государственного энергетического университета. – № 1 (37). – 2018.
2. Болотна О. В. Маркетинг відносин як сучасна концепція маркетингу / О. В. Болотна // Траектория науки. - 2015. - Т. 1, № 2-3. - С. 2.28-2.33. - Режим доступа: [http://nbuv.gov.ua/UJRN/trna\\_2015\\_1\\_2-3\\_6](http://nbuv.gov.ua/UJRN/trna_2015_1_2-3_6).
3. Гордон Я.Х. Маркетинг партнерских отношений / Я.Х. Гордон; пер. с англ. О.Н. Нестеровой. –СПб.: Питер, 2001. – 379 с.
4. Мороз Л.А., Князык Ю.М. Маркетинг відносин: проблеми понятійного апарату. [http://vlp.com.ua/files/17\\_31.pdf](http://vlp.com.ua/files/17_31.pdf)
5. Gummesson E. Total Relationship Marketing: Marketing management, relationship strategy, CRM, and a new dominant logic for the value-creating network economy (2008). 393 p.
6. Helen Peck, Adrian Payne, Martin Christopher, Moira Clark (2007). Relationship Marketing Strategy and implementation. Butterworth-Heinemann. Linacre House, Jordan Hill, Oxford. 525 p.
7. Grönroos C. (2004) The Relationship Marketing Process: Communication, Interaction, Dialogue, Value, Journal of Business & Industrial Marketing, Vol.19, No. 2, pp. 99-113.
8. Ndubisi N. O. (2007) Relationship marketing and customer loyalty, Marketing Intelligence & Planning, Vol. 25, No. 1, pp. 98-106.

<b>RISKS IN 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	2/11 weeks, 44 hours in class	5,0 / Elective	Anastasiia Mostova, Doctor of Science, Associate 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 risk management, adaptation of enterprises activity to the success condition of the national and international market.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
<b>On completion of the course, students will be able to:</b>				
1) identify the different types of entrepreneurial risk;		Lecture, discussion, Quiz		Participation in the discussion (CAS) Test (CAS)
2) to consider the legal aspects of the risk in business;		Lecture, work in pairs to solve problems, Practical classes		Participation in the discussion, test (CAS)
3) identify risk factors in the entrepreneurial activities;		Lecture, Brainstorming, Practical classes Case study		Solving problems, participation in the discussion (CAS)
4) to estimate and analysis risk of entrepreneurial activity;		Lecture, practical classes Work in pairs to solve problems		Participation in the discussion, test (CAS)
5) determine of the management enterprise strategy based on risk.		Brainstorming, Problem lecture, Self-study activities		Participation in the discussion, test (CAS)
Learning outcomes 1-3				Mid-term control (CAS)
<b>Assessment</b>				
<b>Final grade (final assessment) as a result of 100% continuous assessment:</b>				
20% Participation in the discussion and Quiz				
30% Test (multiple choice, computer)				
10% Essay (written)				
20% Presentation (oral, multimedia)				
20% Mid-term control (computer multiple choice tests, mini case)				

## Contents

### **Module 1. Theoretical studies of risk**

Risk as an economic category and factor of marketing activities

Classification of risk factors in the marketing activities

Indicators of risk assessment of marketing activity

### **Module 2. Risk management in marketing activities**

Methods of risk management in marketing activities

Risk analysis of marketing activities

Marketing technologies in risk management

## Literature

### Compulsory reading

1. Абчук В.А. Риски в бизнесе, менеджменте и маркетинге. /В.А. Абчук - СПб.: Изд-во Михайлова В. А., 2006. – 480 с.

2. Модели и методы управления рисками в предпринимательстве: Учебник / К. В. Балдин, С. Н. Воробьев. — М.: Издательство Московского психолого-социального института; Воронеж: Издательство НПО «МОДЭК», 2009. — 432 с. — (Серия «Библиотека менеджера»).

3. Вітлінський В.В. Ризик у менеджменті. / В.В. Вітлінський, С.І. Наконечний -К.: ТОВ «Борисфен-М», 2006. – 350 с.

### Recommended reading

1. Овчинников, С.М. Постановка системы маркетингового планирования на предприятии / С.М. Овчинников //Электронный ресурс <http://www.kftam.ru/kf/publ/plan.htm>

2. Старостина, А. А Риск-менеджмент в маркетинге/ А.А. Старостина, В. А. Кравченко // Стратегія економічного розвитку України. – 2002. - № 4. – С. 119-122.

3. Ступаков, В.С. Риск – менеджмент: Учеб. пособие / В.С. Ступаков, Г.С. Токаренко. – М.: Финансы и статистика, 2005. - 288 с.

4. Bauer, R.A. (1960), "Consumer behavior as risk taking" in Hancock, R.S. (Ed.), Dynamic Marketing for a Changing World, Proceedings of the 43rd Conference of the American Marketing Association, p. 389.

5. Арсланова, Э. Р. Риск-менеджмент в системе антикризисного управления / Э. Р. Арсланова // Вестник Астраханского государственного технического университета. Сер.: Экономика. - 2010. - N 1.

6. Варишкина, Е. Риск-менеджмент и его роль в принятии бизнес-решений / Е. Варишкина // Рынок ценных бумаг. - 2009. - N 14. - С. 37-38. - ISSN 0869-6608.

7. Семенов, А. С. Риск-менеджмент в корпоративном управлении, или как избежать неприятностей? / Семенов А. С. // Акционерное общество: вопросы корпоративного управления. - 2010. - N 1.

8. Amihud Y., Mendelson H., Pedersen L.H. (2013). Market liquidity: asset pricing, risk, and crises. Publisher: Cambridge: Cambridge University Press, 2013.

9. Alexander C. (2012). Market risk analysis. 3, Pricing, hedging and trading financial instruments. Publisher: Chichester: Wiley, 386 p.

### Internet resource

1. [www.risk-manage.ru](http://www.risk-manage.ru)

2. [www.hedging.ru](http://www.hedging.ru)

<b>INTERNATIONAL 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	3/5 weeks, 40 hours in class	5,0 / Elective	Olha Yevtushenko, Ph.D. (Candidate of Science), Associate Professor	150 hours (20 h. lectures, 20 h. seminars/practical, 110 h. self-study time)
The aim of the discipline is to develop a system of theoretical knowledge and practical skills in management of international cooperation, effective implementation in these companies the managerial – planning, organization, communication, motivation, leadership, control functions.				
<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) apply modern methods and tools of key technological financial, trade and investment issues in international corporations solving;		Lecture, Interactive lecture, Practical classes, Debate, Panel discussion		Participation in the discussion, debates) Practical skills assessment (CAS) Essay, Case study presentation (CAS)
2) use modern instruments of international management in Ukrainian companies;		Lecture, Case study discussion, Self-study activities		Participation in the role play, Practical skills assessment (CAS)
3) create and organize the effective work of international teams;		Role play, Workshop, Practical classes		Participation in the role play, Peer small group presentation, Student reports assessment (CAS)
4) introduce modern forms and methods of motivation in the context of multicultural environment;		Lecture, Role play, Case study in small groups, Quiz		Participation in the role play, Peer small group presentation,
5) develop the main ways of improvement of the social responsibility of international corporations.		Problem lecture, Internet search, self-study activities		Participation in the discussion, Oral answers to questions essay (CAS)

<p>Learning outcomes 1-3</p> <p>Learning outcomes 1-5</p>		<p>Mid-term control 1: mini case (CAS)</p> <p>Mid-term control 2: 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>30% Participation in the discussion</p> <p>20% Participation in the role play</p> <p>20% Case study presentation</p> <p>10% Essay (written)</p> <p>20% Presentation (oral, multimedia)</p>		
<p><b>Contents</b></p>		
<p><b>Module 1. International Business and International Management</b></p> <ol style="list-style-type: none"> <li>1. Essence and features of International Management</li> <li>2. Environment International Management</li> <li>3. Strategic planning in international corporations</li> <li>4. Decision-making in international corporations</li> <li>5. Organizational development of international corporations</li> </ol> <p><b>Module 2. Practical aspects of International Management</b></p> <ol style="list-style-type: none"> <li>6. Human resources management in international corporations</li> <li>7. Management and communication in international corporations</li> <li>8. Ethics and social responsibility of multinational corporations</li> <li>9. Financial management, monitoring and reporting of multinational corporations.</li> <li>10. The investment, trade and technology policy of international corporations.</li> <li>11. Becoming global management</li> </ol>		
<p><b>Literature</b></p> <p><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Международный менеджмент: Учеб. для вузов / Под ред. С.Э. Пивоварова, Д.И. Баркана, Л.С. Тарасевича, А.И. Майзеля. – СПб.: Питер, 2005. – 624 с. (базовый учебник).</li> <li>2. Юхименко П.І. Міжнародний менеджмент. Навч. посіб. / Юхименко П.І., Гацька Л.П., Півторак М.В. – К.: ЦУЛ, 2011. – 488 с.</li> </ol> <p><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Белорусов А.С. Международный менеджмент: Учебник / Белорусов А.С. - М.: Юристъ, 2000. - 224 с.</li> <li>2. Гіл Чарлз В.Л. Міжнародний бізнес: Конкуренція на глобальному ринку / Гіл Чарлз В.Л. – К.: Видавництво Соломії Павличко "Основи", 2001. - 856 с.</li> <li>3. Куликов Г.В. Японский менеджмент и теория международной конкурентоспособности / Куликов Г.В. - М.: ОАО "НПО" Издательство "Экономика", 2000.-247с.</li> <li>4. Македон В.В. Міжнародний менеджмент. Підручник / Македон В.В. – Дн-ськ.:</li> </ol>		

Дніпропетровський університет імені Альфреда Нобеля, 2013. – 616 с.

5. Міжнародний менеджмент. Навчальний посібник / Білозубенко В.С., Озаріна О.В., Семенов А.А.; за ред. проф. О.Б. Чернеги. – К.: Центр навчальної літератури, 2006. – 592 с.

6. Панченко Є.Г. Міжнародний менеджмент: Навч.-метод. посіб. для самот. вивч. дисц. / Панченко Є.Г. – К.: КНЕУ, 2004. – 468 с.

7. Руденко Л.В. Транснаціональні корпорації: Навч.-метод. посіб. для самот. вивч. дисц. / Руденко Л.В. – К.: КНЕУ, 2004. – 227.

8. Якокка Л. Кар'єра менеджера / Якокка Л. - М.: Прогресс, 1990. - 384 с.

9. H. Deresky (2013). International Management: Managing Across Borders and Cultures, Text and Cases, Pearson; 8th Edition, 528 p.

10. R.Mead, T.G. Andrews (2009). International Management, Wiley-Blackwell; 4th edition, 486 p.

11. R. M. Hodgetts, F. Luthans, (2002). International Management: Culture, Strategy, and Behavior with World Map, Publisher: McGraw-Hill/Irwin, 628 p.

12. W. Chan Kim, R. Mauborne (2015). Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant, Harvard Business Review Press; Expanded edition, 320 p.

<b>MANAGEMENT OF INTERNATIONAL 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, English	3/5 weeks, 40 hours in class	5,0 / Elective	Oksana Koshulko, Ph.D. (Candidate of Science), Associate Professor	150 hours (20 h. lectures, 20 h. seminars/practical, 110 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; 2) understand and research international competitiveness at the national, regional, industry and company levels, and identify ways to enhance it; 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; 4) identify and evaluate performance and factors of international competitiveness of companies, products and services to develop programs to improve it.		Lectures, seminars, brainstorming Lectures, seminars, case study, discussion  Lectures, seminars, students' reports on their individual research tasks.  Lectures, seminars, Internet search, self-study activities		Participation in the discussion (CAS) Participation in the discussion and case study (CAS)  Reports on self-study activities, presentation assessment (CAS)  Presentation assessment, reports on self-study activities (CAS)  Mid-term control: tests, mini case (CAS) Final exam (FAS)
Learning outcomes 1-4				
Learning outcomes 1-4				
<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)				



## Contents

Competition and competitiveness in the market economy.  
 Regulation of competition at the national and international levels.  
 Current models of competitiveness of national economies.  
 International competitiveness of regions.  
 Competitiveness of industries in the world economy.  
 Factors of competitiveness of companies and ways of enhancing it.  
 Competitiveness of goods and services in the global markets.

### Literature 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. – № 3/3(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. Ляш, 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. – 328с.

### 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. Council of the European Union. (2010). Competitiveness (Internal Market, Industry and Research). 6983/1/10 REV 1, press release, Brussels, 1-2 March 2010.
7. Doing Business 2019. Training for Reform. World Bank Group, 2019, 311 p.
8. Miller T., Kim A., Roberts J. (2019). 2019 Index of Economic Freedom. The Heritage Foundation, 496 p.
9. Porter, M. E. (1990). The Competitive Advantage of Nations. *Harvard Business Review*, 68(2), 73-93.
10. Porter, M. E. (2008). The Five Competitive Forces that Shape Strategy. *Harvard Business Review*, 86(1), 79-93.
11. Schwab, K. (2018). The Global Competitiveness Report 2018. Geneva: World Economic Forum.
12. World Competitiveness Ranking 2018. Country Profile, 2018.

<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	3/5 weeks, 40 hours in class	5 / Mandatory	Olha Yevtushenko, Candidate of Science, Associate Professor	150 hours (20 hrs. lectures, 20 hrs. tutorials, 110 hrs. self-study time)
<b>Course aims:</b> The aim of the discipline is to form the basic theoretical concepts and practical skills of investment and innovative projects management by coordinating human and material resources throughout the project life cycle.				
<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) apply tools of project management to formulate strategies to achieve strategic goals of the organization. 2) demonstrate effective leadership skills in organizations. 3) use team-building skills to ensure efficient performance. 4) use critical thinking and analytical decision-making capabilities to investigate complex business problems to propose project-based solutions. 5) manage creative teams and project processes effectively and efficiently		Lecture, tutorials, discussion  Tutorials, self-study activity  Internet search, self-study activities  Problem lecture, discussion Problem lecture, case study in small groups	Participation in the discussion (CAS)  Essay, test (CAS)  Presentation (CAS)  Participation in the discussion, essay (CAS)  Peer small group presentation (CAS)  Mid-term control: tasks, mini case (CAS) Final exam (FAS)	
Learning outcomes 1-3				
Learning outcomes 1-5				
<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</b>				

**mini case)**

**60% Continuous assessment:**

5% Participation in the discussion

5% Test (multiple choice, computer)

20% Essay (written)

10% Presentation (oral, multimedia)

20% Mid-term control (tasks, mini case)

### **Contents**

**Thematic structure of the course:**

**Module 1. Project Management Practices**

1. Project Scope Management
2. Project Scheduling and Cost Planning
3. Project Quality Management
4. Capstone

**Module 2. Logistic strategic planning and management**

5. Project Evaluation and Assessment.
6. Managing Troubled Projects
7. Leading and Managing Technical Projects
8. Project Design Optimization and Problem Solving

### **Literature**

#### **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**

5. Грибик І. І. Управління змінами та проектами: навч. Посіб. – Львів: Центр Європи, 2017. – 168 с.
6. 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.
7. Довгань Л., Махонько Г., Малик І. Управління проектами.: навч. посіб. – Київ: КПІ ім. І. Сікорського, 2017. – 420 с.
8. Alam M.D., Guhl U.F. Project-Management in Practice: A Guideline and Toolbox for Successful Projects pringer, 2016. – 183 p.
9. Badiru Adedeji. Project Management: Systems, Principles, and Applications 2nd Edition. – CRC Press, 2019. – 545 p.

<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	12 / Mandatory	Svitlana Yaremenko, PhD (Candidate of Science), Associate Professor	360 hours (306 hours work at the enterprise, 54 h. self-study time)
<b>Internship aims:</b> Internship aims to develop the students' professional ability to make independent marketing decisions in a particular enterprise, develop the skills of practical work in the field of marketing, collect material for master thesis, reducing the time for adaptation of graduates in their professional positions				
<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:				
1) demonstrate the innovative way of thinking, systematic knowledge and advanced competencies in the field of marketing management;		Discussion, self-study activity, work at the enterprise		Internship report, presentation, comment of a company (CAS)
2) apply the studied methods and models for analysis of market trends and the marketing environment of an enterprise (company);		Work at the enterprise, self-study activity, internet search		Internship report, presentation (CAS)
3) demonstrate practical skills of developing marketing policy and marketing strategy of the enterprise (company);		Work at the enterprise, self-study activity		Internship report, presentation, comment of a company (CAS)
4) carry out marketing planning and develop a marketing plan;		Self-study activity, work at the enterprise		Internship report, presentation (CAS)
5) perform a competitive analysis and propose methods for increasing the competitiveness of an enterprise (company);		Self-study activity, writing a report, preparing presentation		Internship report, presentation (CAS)
6) based on the results of strategic analysis, make proposals and develop activities to implement the marketing strategy;		Work at the enterprise		Internship report, presentation (CAS)
7) develop proposals and measures to improve the marketing activities of the enterprise (company);		Self-study activity, work at the enterprise		Internship report, presentation (CAS)
8) identify, pose and resolve problems and make reasoned marketing decisions;		Work at the enterprise		Internship report, comment of a company (CAS)
9) understand how to motivate people and move toward common goals;		Work at the enterprise		Comment of a company (CAS)
10) evaluate and maintain the quality of		Work at the enterprise,		Comment of a

work produced; 11) reasonably prove their own ideas and point of view to experts and non-experts in marketing. <b>2 semester</b> Learning outcomes 1-3, 5, 8, 10-11 <b>3 semester</b> Learning outcomes 1, 3, 4, 6-9, 11	self-study activity Discussion, writing a report, preparing presentation	company (CAS) Internship report, presentation (CAS)  Final assessment (FAS)  Final assessment (FAS)
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**Assessment**

**The results of each internship are evaluated separately by the final grade**

**2 semester**

**Final grade (final assessment) as a result of 100% continuous assessment:**

20% Comment of a company

50% Report

30% Presentation

**3 semester**

**Final grade (final assessment) as a result of 100% continuous assessment:**

30% Comment of a company

50% Report

20% Presentation

**Contents****2 semester**

1. Innovative function of modern marketing management
2. Analysis of market trends and the marketing environment of an enterprise (company)
3. Methods for increasing the competitiveness of an enterprise (company)
4. Portfolio analysis
5. Developing marketing strategy of the enterprise (company)
6. Internship report presentation

**3 semester**

1. Advanced competencies in the field of marketing management
2. Marketing planning and develop a marketing plan
3. The measures for implement the marketing strategy
4. Motivation of staff
5. Measures to improve the marketing activities of the enterprise (company)
6. Internship report presentation

**Literature****Compulsory reading**

1. Котлер Ф. Маркетинг менеджмент / Пер. с англ. под ред Л.А. Волковой, Ю.Н. Каптуревского / Ф. Котлер. – СПб.: Питер, 2010. – 752 с.

2. Балабанова Л.В. Стратегічний маркетинг: Підручник / Л.В. Балабанова та ін. – К., Центр навчальної літератури, 2012. – 612 с.

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

4. Маркетингове управління конкурентоспроможністю на мікро-, мезо-, макрорівні: монографія / І.В. Тараненко, С.С. Яременко [та ін.]. - Д.: Ун-т ім. А. Нобеля, 2017.

**Recommended reading**

5. Хулей Г. Маркетинговая стратегия и конкурентное позиционирование / Г. Хулей, Д. Сондерс, Н. Пирси. – Днепропетровск: Баланс Бизнес Букс, 2005. – 678с.

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

7. Уолкер – младший, О. Маркетинговая стратегия / О. Уолкер – мл. Х. Бойд, Ж. – К. Ларше, Дж. Маллинз. – М.: Вершина, 2006. – 496с.
8. Kotler Ph., Keller K.L. Marketing Management (2016). 15th ed. Prentice Hall, Pierson, 2016.
9. Pride W.M., Ferrell O.C. (2016) Marketing. 2nd ed. Cengage Learning, 2016.

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

#### Semesters

1	2	3
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Teaching Units (Courses), ECTS* Mandatory
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Courses of Professional Training	27	5	3
<b>TOTAL</b>	<b>27</b>	<b>5</b>	<b>3</b>

Teaching Units (Courses) Elective** 25 ECTS
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Courses of General training	5	-
Professional courses and practical training	15	5
<b>TOTAL</b>	<b>20</b>	<b>5</b>

Internship 12 ECTS	-	Internship 4	Internship 8
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Master's Thesis 18 ECTS	-	Master's Thesis 18
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<b>TOTAL</b>	Mandatory	Elective	Internship	Master's Thesis
	35	25	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