

**ALFRED NOBEL UNIVERSITY, DNIPRO**

**STUDY PROGRAMME  
MANAGEMENT (Bachelor's degree)**

**COURSE CATALOGUE**

**2020-2021 academic year**

**Dnipro 2020**

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## MANDATORY COURSES

<b><i>UKRAINIAN IDENTITY, HISTORY, CULTURE AND LANGUAGE</i></b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/ 14 weeks, 56 hours in class	4.5 / Mandatory	Ruslan Kliuchnyk, Ph.D. (Candidate of Science), Associate Professor; Olena Turchak, Ph.D. (Candidate of Science), Associate Professor	135 hours (56 h. lectures, 79 h. self-study time)
<p><b>Course aims:</b>            The course is geared towards: 1) helping students study the features the socio-economic development, the evolution of the political system and state processes at different stages of the history of Ukraine; 2) formation of students' high culture of professional speech within official-business and scientific styles appropriate communicative ability in the field of professional communication in speech and writing, skills practice proficiency in different kinds of language activities, study professional terminology as the basis of the professional broadcast, mastering the technique of drafting official papers, mastering spelling and stylistic norms of modern Ukrainian language for professional communication</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) analyze main events of Ukrainian history in the context of world historic process;		Lecture, discussion		Oral answers to questions, participation in the discussion (CAS)
2) use basic concepts, categories and methods of historical research;		Lecture, seminars		Oral answers to questions (CAS), test
3) work out their own position concerning historic events and actors;		Discussion, self-study activities		Oral answers to questions, test participation in the discussion (CAS)
4) analyze the degree of influence on the evolution of various historical periods of social, political, ideological, economic factors;		Lecture, seminars, self-study activities, class discussion		Presentation, test (CAS), mid-term control
5) analyze development of modern Ukraine.		Lecture, Internet search, discussion.		Essay, participation in the discussion (CAS)
6) classify and generalize information, make references and overviews connected with professional activity issues; edit and review texts as well as make their summaries;		Lecture, seminars, discussion		Oral answers to questions (CAS), test

7) correctly use orthoepic, lexical, orthographic, morphological, punctuational, syntactical and stylistic norms of Ukrainian literature;	Students` reports	Written answers to questions (CAS)
8) correctly make and design professional texts and documents;	Practical classes	Written answers to questions (CAS)
9) intercommunicate with the participants of labour process;	Discussions on the basis of lecture materials and students' reading, role play	Reports (CAS)
10) utilize the formulas of Ukrainian linguistic etiquette in official situations;	Role play	Exercise, written answers to questions (CAS)
11) use lexicographic sources (by dictionaries) and other auxiliary certificate literature, necessary for independent perfection of language culture;	Work in pairs to solve problems	Participation in the role play) (CAS)
12) retrieve and utilize relevant information from appropriate sources e.g. textbooks, newspapers, business magazines and selected journals, websites, databases;	Independent study, internet search, reports	Participation in the role play (CAS)
13) demonstrate relevant practical, academic and subject specific skills e.g. group work, academic referencing and the production of a bibliography.	Seminars, self-study activity	Solving problems (CAS) Report (CAS)
Learning outcomes 1-13		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, solving problems and multiple choice tests)</b> <b>60% Continuous assessment:</b> 5% Participation in the discussion 5% Test (multiple choice) 20% Student reports assessment, written answers 10% Participation in the role play, solving problems 20% Mid-term control (multiple choice tests, mini cases)		
<b>Contents</b>		
<b>Thematic structure of the course:</b>  1) Subject and tasks of the course. 2) Kievan Rus as a state of East Slavic tribes. 3) Mongol invasion and Galicia–Volhynia. 4) Ukrainian lands under Polish–Lithuanian Commonwealth. 5) Zaporozhian Cossacks and the Hetmanate 6) Partitions of Poland and Ukraine. 7) Ukrainian lands in Russian and Austrian Empires. 8) Ukrainian 1917-1921 revolution and Soviet Ukraine. 9) Independent Ukraine. 10) Official language is a language of professional communication. Basis of Ukrainian speech culture.		

- 11) Styles of modern literary Ukrainian in professional communication.
- 12) Classification of documents. Document on skilled-contract questions. Certificate informative documents.
- 13) Etiquette of official correspondence.
- 14) Communication as instrument of professional activity. Rhetoric and art of presentation. Culture of verbal professional communication.
- 15) Form of collective discussion of professional problems.
- 16) Ukrainian terminology in professional communication.
- 17) Scientific style and his facilities in professional communication.
- 18) Problem of translation and editing of scientific texts.

### Literature

#### *Language of teaching Ukrainian*

#### Compulsory reading

1. Дзюба Т. Мова як формант моделі національної ідентичності (за матеріалами публіцистики другої половини XIX ст. – першої третини XX ст.) [Електронний ресурс] / Т. Дзюба // Наукові праці Національної бібліотеки України ім. В. І. Вернадського. - 2011. - Вип. 31. - С. 384-397. - Режим доступу: [http://nbuv.gov.ua/UJRN/npnbuimviv\\_2011\\_31\\_35](http://nbuv.gov.ua/UJRN/npnbuimviv_2011_31_35)
2. Поліщук Р. М. Політика і спорт: ідеологія, імідж, ідентичність [Електронний ресурс] / Р. М. Поліщук // Молодий вчений. - 2019. - № 5(2). - С. 339-345. - Режим доступу: [http://nbuv.gov.ua/UJRN/molv\\_2019\\_5\(2\)\\_20](http://nbuv.gov.ua/UJRN/molv_2019_5(2)_20)
3. Баумейстер А. О. Ідентичність Європи: виклики і загрози The Paris Statement. A Europe we can believe in [Електронний ресурс] / А. О. Баумейстер // Філософські проблеми гуманітарних наук. - 2018. - № 2. - С. 14-24. - Режим доступу: [http://nbuv.gov.ua/UJRN/Fpgn\\_2018\\_2\\_4](http://nbuv.gov.ua/UJRN/Fpgn_2018_2_4)
4. Мельничук В. В. Релігійна складова національної ідентичності українців [Електронний ресурс] / В. В. Мельничук // Гілея: науковий вісник. - 2019. - Вип. 143(2). - С. 106-109. - Режим доступу: [http://nbuv.gov.ua/UJRN/gileya\\_2019\\_143\(2\)\\_23](http://nbuv.gov.ua/UJRN/gileya_2019_143(2)_23)
5. Кирилюк О. С. Структури історичної пам'яті українства – основа національної ідентичності – як об'єкти асиміляторських атак [Електронний ресурс] / О. С. Кирилюк // Гілея: науковий вісник. - 2019. - Вип. 144(2). - С. 48-52. - Режим доступу: [http://nbuv.gov.ua/UJRN/gileya\\_2019\\_144\(2\)\\_12](http://nbuv.gov.ua/UJRN/gileya_2019_144(2)_12)
6. Авраменко О. О., Яковенко Л. В., Шийка В. Я Ділове спілкування: Навчальний посібник / О.О Авраменко, Л.В. Яковенко, В.Я. Шийка. – Івано-Франківськ, «ЛілеяНВ», 2015. 160 с. [Електронний ресурс]. – Режим доступу [https://umo.edu.ua/images/content/depozitar/navichki\\_pracevlasht/dilove\\_spilkuv\\_1.pdf](https://umo.edu.ua/images/content/depozitar/navichki_pracevlasht/dilove_spilkuv_1.pdf)
7. Турчак О. М. Українська мова (за професійним спрямуванням): електронний конспект лекцій / О.М. Турчак. – Дніпропетровськ: ДУЕП, 2012. – 160 с.

#### Recommended reading

1. Кривицька О. В. Спільна ідентичність в умовах дезінтеграції українського суспільства: особливості і шляхи формування [Електронний ресурс] / О. В. Кривицька // Наукові записки Інституту політичних і етнонаціональних досліджень ім. І. Ф. Кураса НАН України. - 2018. - Вип. 3-4. - С. 124-141. - Режим доступу: [http://nbuv.gov.ua/UJRN/Nzipiend\\_2018\\_3-4\\_8](http://nbuv.gov.ua/UJRN/Nzipiend_2018_3-4_8)
2. Ващинська І. І. Регіоналізм в Україні: переосмислення кризь призму соціальних ідентичностей та групових лояльностей [Електронний ресурс] / І. І. Ващинська // Український соціум. - 2018. - № 4. - С. 9-18. - Режим доступу: [http://nbuv.gov.ua/UJRN/Usoc\\_2018\\_4\\_3](http://nbuv.gov.ua/UJRN/Usoc_2018_4_3)
3. Практикум з української мови за професійним спрямуванням: навч. посіб. / Л.Г. Погиба, Т. О. Грибніченко, Л. М. Голіченко, Н. В. Кавера. – Видавння друге. – К.: Кондор, 2014. – 296 с. [Електронний ресурс]. – Режим доступу: <http://194.44.152.155/elib/local/sk760428.pdf>

4. Прокопович Л., Моргун А. Практикум з української мови за професійним спрямуванням: Навчально-методичний посібник для студентів спеціальності 014 – Середня освіта (Мова і література (англійська)), 053 – Психологія. – Мукачево: МДУ. – 72 с. [Електронний ресурс]. – Режим доступу: [http://dspace.msu.edu.ua:8080/bitstream/123456789/4644/1/Workshop\\_%20on\\_%20the\\_%20Ukrainian\\_%20language\\_%20for\\_%20professional\\_%20orientation\\_%20a\\_%20textbook.pdf](http://dspace.msu.edu.ua:8080/bitstream/123456789/4644/1/Workshop_%20on_%20the_%20Ukrainian_%20language_%20for_%20professional_%20orientation_%20a_%20textbook.pdf)

*Language of teaching English*

### **Compulsory reading**

1. Cherpurda G. Implementation of "The Great plan of nature transformation" in Ukraine: the history of legal base formation [Електронний ресурс] / G. Cherpurda // Гуманітарний вісник. Сер. : Історичні науки. - 2016. - Число 24, Вип. 8. - С. 111-118. - Режим доступу: [http://nbuv.gov.ua/UJRN/Gvi\\_2016\\_24\\_8\\_18](http://nbuv.gov.ua/UJRN/Gvi_2016_24_8_18)
2. Glamazda P. General Characteristics of the Judicial System of Ukraine – Cossack Hetmanate (1722-1760) [Електронний ресурс] / P. Glamazda // Історико-правовий часопис. - 2017. - № 1. - С. 50-55.
3. Nikolaiets Y. Historical memory about Second World War in the context of threats of government in Ukraine [Електронний ресурс] / Y. Nikolaiets // Східноєвропейський історичний вісник. - 2019. - Вип. 11. - С. 225-240. - Режим доступу: [http://nbuv.gov.ua/UJRN/eehb\\_2019\\_11\\_22](http://nbuv.gov.ua/UJRN/eehb_2019_11_22)

### **Recommended reading**

1. Ozturk M. Turkey and Ukraine During the First World War [Електронний ресурс] / M. Ozturk // Проблеми історії країн Центральної та Східної Європи. - 2017. - Вип. 6. - С. 272-281
2. Sinyavska L. Soviet historiography of researches of the heavy industry of Eastern Ukraine under the conditions of the First World War [Електронний ресурс] / L. Sinyavska // Східноєвропейський історичний вісник. - 2018. - Вип. 7. - С. 75-87.
3. History of Ukraine. <https://www.britannica.com/place/Ukraine/History>

<b>FOREIGN LANGUAGE (English)</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
English	1, 2/ 28 weeks, 112 hours in class	12 / Mandatory	Galyna Myasoid, PhD (Candidate of Science), Associate Professor; Iryna Hrechukhina, Ph.D. (Candidate of Science), Associate Professor	300 hours (112 h. seminars/practicals, 248 h. self-study time)
<b>Course aims:</b> The course is geared towards developing and improving the foreign language communication skills obtained at school, as well as raising the level of the foreign language acquisition.				
<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) enlarge the vocabulary and employ lexical units learned within the thematic structure of the course		Practical classes, self-study activity		Practical skills assessment (CAS)
2) use grammatical tenses and grammatical structures learned in the course;		Practical classes, self-study activity		Written/oral answers to questions (CAS)
3) comprehend relevant written and audio authentic texts based on vocabulary and grammar covered in the course;		Seminars, pair/small group discussions		Participation in the discussion, student report assessment (CAS)
4) read and comprehend authentic texts with and without the use of a dictionary;		Internet search, self-study activities, discussion on the basis of student reading		Participation in the round table discussion, written test (CAS)
5) communicate freely on one-to-one basis within the themes studied in the course;		Group discussion, pair work		Oral answers to questions, speaking skills assessment (CAS)
6) make small talks in a variety of the situations covered by the course;		Pair work/ group work		Pair work/ group work assessment/ peer assessment (CAS)
7) talk over the phone in formal and informal surroundings, book the hotel and discuss room service, suggest a pastime;		Pair work, role play		Participation in the role play (CAS)
8) write a review of a film/book		Self-study activities, Internet search		Review assessment (CAS)
9) write a letter of complaint/ a cover letter / an email;		Practical classes, self-study activities, peer review		Writing skills assessment (CAS)
10) outline own oral reports in English		Individual presentations		Presentation assessment (CAS)



Learning outcomes 1-10		Mid-term control: test (written (answers to questions, essay; oral: conversation assessment) (CAS)
Learning outcomes 1-10		Achievement test (CAS)
<p><b>Assessment</b></p> <p><b>Semester 1</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  10% Practical skills assessment/ Test (written)  20% Essay/ business correspondence (written)  20% Presentation (oral, multimedia)  15% Mid-term control (written tests, essay)  15% Achievement test (written tests, essay)</p> <p><b>Semester 2</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  10% Practical skills assessment/ Test (written)  20% Essay/ business correspondence (written)  20% Presentation (oral, multimedia)  15% Mid-term control (written tests, essay)  15% Achievement test (written tests, essay)</p>		
<b>Contents</b>		
<p><b>Thematic structure of the course:</b></p> <ol style="list-style-type: none"> <li>1. Life: First impressions. Friends. Wealth. Work and Leisure.</li> <li>2. Travelling and Entertainment: Experiences. Holiday Heaven.</li> <li>3. House &amp; Home. Furniture.</li> <li>4. Fate: Luck. Coincidences. Twists of fate. Risk.</li> <li>5. Jobs &amp; Family: Work Routine. Work/ life Balance. Career Plan.</li> <li>6. Life Stages and Life Changes.</li> <li>7. Mass Media. Making News.</li> <li>8. Shopping. Shops and Shoppers. Customer Habits.</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. Roberts, R., Clare, A., Wilson, JJ. (2011) New Total English. Intermediate. Pearson Education Limited.</li> <li>2. Crace, A., Acklam, R. (2011) New Total English. Upper-Intermediate. Pearson Education Limited.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Evans, V., Dooley, J. (2009) Grammarway 2. Express Publishing.</li> <li>2. Evans, V., Dooley, J. (2009) Grammarway 3. Express Publishing.</li> <li>3. Tarnopolsky, O. (2010) English communication role plays. Teaching tutorial. Dnipropetrovsk, DUEP Publ., 61 p.</li> <li>4. Williams, E. (2008) Presentations in English. Macmillan.</li> </ol>		

**ECONOMIC THEORY (MICROECONOMICS)**

<b>Language of teaching</b>	<b>Semester/ Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2/14 weeks, 56 hours in class	6 / Mandatory	Sergii Kuzminov, Doctor of Science, Professor Oleksandr Zadoia, Ph.D. (Candidate of Science), Associate Professor	180 hours (28h. lectures, 28h. seminars/practicals, 124 h. self-study time)

**Course aims:**

This course will help students to understand theoretical background of consumer behaviour, market demand at goods and resource markets, pricing at several competitive circumstances, general principles of producer behaviour.

<b>Learning outcomes</b>	<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:		
1) demonstrate knowledge of specific terminology, theories and concepts in fields of microeconomics;	Lecture, seminars, discussion	Participation in the discussion, quizzes (CAS)
2) understand and interpret behaviour of individuals at the markets of goods;	Lecture, seminars, panel discussion	Participation in the discussion, oral answers(CAS)
3) identify and explain elements of competitive strategies of the firms at the markets of oligopoly, monopoly and monopolistic competition	Lecture, seminars, panel discussion, solving calculative tasks	Participation in the discussion, explanation of solving problems(CAS)
4) understand the nature of firm as producer and its behavior concerning consumption of resources	Problem lecture, discussion, solving calculative tasks	Participation in the discussion, making calculations and explanation of results, test (CAS)
5) retrieve and utilise relevant information from appropriate sources e.g. textbooks, newspapers, websites, business magazines;	Problem lecture, case study in small groups Self-study activities	Participation in the discussion, self-study results' presentation (CAS)
Learning outcomes 1, 2, 5		Mid-term control, making calculations and explanation of results (CAS)
Learning outcomes 1-5		Final exam (FAS)

**Assessment**

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

**40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)**

**60% Continuous assessment:**

15% Test (multiple choice, computer)

20% Calculative tasks (written)

10% Answers (oral)

15% Mid-term control (computational exercises, mini case)

## Contents

### Thematic structure of the course:

Subject and method of microeconomics;

Theory of consumer choice.

Modelling of consumer's behaviour at market.

Individual demand, market demand.

Productive curve and scale effect.

Costs and output.

Model of perfect competition

Model of monopoly

Model of monopolistic competition

Model of oligopoly

Forming derivative demand

Pricing at resource markets

General equilibrium.

## Literature

*Language of teaching Ukrainian*

### Compulsory reading

1. Задоя А.О. Мікроекономіка: Курс лекцій та вправи: Навчальний посібник. - 6-те вид. / А.О. Задоя. – К.: Знання, 2007. – 211 с.

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

3. Мікроекономіка: рекомендації до виконання розрахункової роботи з дисципліни «Мікроекономіка» [Електронний ресурс]: навч. посіб. для студ. спеціальності 051 «Економіка», спеціалізації «Міжнародна економіка», «Економічна кібернетика», «Управління персоналом та економіка праці» освітнього ступеня «Бакалавр» денної форми навчання / уклад. Тюленєва Ю.В.– К., 2018. – 31 с.

4. Микроэкономика: учебник для вузов / Л.П. Кураков, М.В. Игнатъев, А.В. Тимирясова и др.; под общ. ред. А.Л. Куракова. – М.: Изд-во ИАЭП, 2017. – 353 с.

5. Практикум по курсу «Микроэкономика»: учебное пособие для студентов вузов / Н. М. Розанова. — М.: Издательство Юрайт; ИД Юрайт, 2014. — 346 с. — Серия: Бакалавр. Углубленный курс.

6. Мікроекономіка: вправи для самопідготовки та контролю знань студентів / А.О. Задоя, С.В. Кузьмінов, Г.Я. Глуха, Е.М. Лимонова. – Д.: Вид-во ДУЕП, 2009. - 118 с.

### Recommended reading

1. Мікроекономіка: підручник / уклад.: В.М. Лич, П.М. Куліков, Б.Е. Головаш, В.В. Гончаров. – К.: КНУБА, 2018. - 96с.

2. Мікроекономіка: методичні рекомендації / уклад.: В.М. Лич, П.М. Куліков, Б.Е. Головаш, В.В. Гончаров. – К.: КНУБА, 2018. - 52с.

3. Тарануха Ю.В. Микроэкономика. Учебник. – Москва: КноРус. 2019. - 408 с.

4. Антипина О.Н., Вереникин А.О. Микроэкономика продвинутого уровня. Учебное

пособие. - Москва: Экономический факультет МГУ имени М. В. Ломоносова, 2019. - 184 с.  
5. Timothy Taylor, Steven A. Greenlaw, Eric Dodge (2014) Principles of Microeconomics  
Available at: <https://open.umn.edu/opentextbooks/textbooks/principles-of-microeconomics>

*Language of teaching English*

#### **Compulsory reading**

1. Microeconomics (2011), A.O. Zadoia, S.V. Kuzminov, O.A. Kosyakina, Dnipropetrovsk: Alfred Nobel University, Dnipropetrovsk, 288 p.
2. Microeconomics (8th Edition) (2013) (Pearson Series in Economics) by Robert S. Pindyck, Daniel L. Rubinfeld, Publisher: Prentice Hall, 768 p.
3. Intermediate Microeconomics: A Modern Approach, 8th Edition by Hal R. Varian, (2006). Publisher: W. W. Norton, 739 p.
4. Steven A. Greenlaw, David Shapiro (2020) Principles of Microeconomics 2e, Available at: <https://openstax.org/details/books/principles-microeconomics-2e>

#### **Recommended reading**

1. Microeconomic Theory (1995) by Andreu Mas-Colell, Michael D. Whinston and Jerry R. Green, Publisher: Oxford University Press, 1008 p.
2. Advanced Microeconomic Theory (2010) by Geoffrey A. Jehle and Philip J. Reny, 3rd edition publisher: Prentice Hall
3. Course in Microeconomic Theory (1999) by David M. Kreps, Publisher: Princeton university press
4. Timothy Taylor, Steven A. Greenlaw, Eric Dodge (2014) Principles of Microeconomics  
Available at: <https://open.umn.edu/opentextbooks/textbooks/principles-of-microeconomics>

<b><i>ECONOMICS THEORY (MACROECONOMICS)</i></b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3/14 weeks, 42 hours in class/	4.5 / Mandatory	Anatolii Zadoia, Doctor of Science, Professor Sergii Kuzminov, Doctor of Science, Professor	135 hours (28 h. lectures, 14 h. seminars/practicals, 93 h. self-study time)
<b>Course aims:</b> This course will help students to understand fundamentals of macroeconomics regularities of the operating the national economy, theories and concepts, which are time tested practically applied in the area of management. It allows ones to make the most efficient use of proper resources, to organize business successfully, helps in managing enterprises and contributing to economic and managerial understanding of complex macroeconomic processes.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) use the economic regularities for analysis of the problems of the national economy development and balances;		Lecture, seminars, discussion		Participation in the discussion, essay (CAS)
2) study the reasons of the main macroeconomic proportion breach and forecast the dynamics of the macroeconomic factors;		Lecture, seminars, self-study activity		Participation in the discussion, essay, test (CAS)
3) calculate the inflation, employment and unemployment rates, and basic indices of national economic accounting on the ground of publicly available statistical data and explain their dynamics;		Lecture, seminars, self-study activity, Internet search		Presentation, essay, test (CAS)
4) estimate the impact of microenvironment on economic entities operation and make economically sound decisions on the basis of the impact;		Problem lecture, discussion, Internet search, self-study activities		Participation in the discussion, test (CAS)
5) understand equilibrium mechanisms on national goods market, financial market, and general equilibrium forming in national economy, and reasons and factors breaking this equilibrium;		Problem lecture, case study in small groups		Peer small group presentation (CAS)
6) understand of economic functions of the state and basic instruments of fiscal and monetary policy.		Problem lecture, discussion, self-study activities		Participation in the discussion, essay (CAS)
Learning outcomes 1-3				Mid-term control, essay, presentation, tests (CAS)

Learning outcomes 1-6		Final exam (FAS)
<p><b>Assessment</b>  <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>  <b>40% Final exam (1 set of written assignments which includes 2 cases and computer multiple choice tests)</b>  <b>60% Continuous assessment:</b>  15% Test (multiple choice, computer)  20% Essay (written)  10% Presentation (oral, multimedia)  15% Mid-term control (computer multiple choice tests, mini case)</p>		
<b>Contents</b>		
<p><b>Thematic structure of the course:</b>  Macroeconomics as a science;  State as a subject of macroeconomic regulation;  National economy indices;  National production dynamic;  Employment and unemployment;  Inflation;  Aggregate demand and aggregate supply;  General equilibrium models;  Fiscal policy mechanism;  Mechanism of monetary policy;  Mechanism of foreign economic policy;  Social warranty;  Economic growth model.</p>		
<p><b>Literature</b></p> <p><i>Language of teaching Ukrainian</i></p> <p><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Задоя А.А. Макроекономіка: Учебник / А.А. Задоя, Ю.Е. Петруня. – К.: Знання, 2010. – 381 с. (базовий підручник)</li> <li>2. Задоя А.О. Макроекономіка: вправи для самопідготовки та контролю знань студентів / А.О. Задоя, С.В. Кузьмінов, Г.Я. Глуха, Е.М. Лимонова. – Д.: Вид-во ДУАН, 2015. – 112 с.</li> <li>3. Макроекономіка [Текст] : навч. посіб. для студентів ВНЗ / Резнік Н. П., Талавиря М. П., Пашенко О. В. ; Київ. міжнар. ун-т. - Вид. 2-ге, допов. і перероб. - Київ : КиМУ, 2015. - 554 с.</li> <li>4. Макроекономіка [Текст] : навч. посіб. / М. Л. Данилович-Кропивницька, П. І. Стецюк, І. О. Тивончук ; Нац. ун-т "Львів. політехніка". - 2-ге вид., допов. - Львів : Вид-во Львів. політехніки, 2017. - 291 с.</li> <li>5. Макроекономіка [Текст] : підручник / О. М. Козакова, Е. М. Забарна ; Одес. нац. політехн. ун-т. - Херсон : ОЛДІ-ПЛЮС, 2018. - 427 с.</li> <li>6. Julio Garín, Robert Lester, Eric Sims (2018) Intermediate Macroeconomics, August 2. Available at: <a href="https://www3.nd.edu/~esims1/gls_int_macro.pdf">https://www3.nd.edu/~esims1/gls_int_macro.pdf</a></li> </ol> <p><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Задоя А.О. Де створюється ВВП або індустріалізація чи деіндустріалізація? // Європейський вектор економічного розвитку. – 2017. - №2. – С. 27-41.</li> <li>2. Макроекономіка [Текст] : навч. посіб. для студентів зі спец. "Економіка", "Облік і</li> </ol>		

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

3. Макроекономіка: теорія і практикум [Текст] : [навч. посіб.] / В. А. Шинкар, С. В. П'ясецька-Устич; ДВНЗ "Ужгород. нац. ун-т". - Ужгород: РІК-У, 2017. - 477 с.

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

*Language of teaching English*

#### **Compulsory reading**

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

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

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

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

#### **Recommended reading**

1. Macroeconomics [Text] (1993) by R. E. Hall, J. B. Taylor. - 4. ed. - New York; London: [б.в.]: Norton, XXVI, 637 p.

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

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

4. Principles of Macroeconomics (2016) Available at: <https://open.umn.edu/opentextbooks/textbooks/principles-of-macroeconomics>

<b>HIGHER MATHEMATICS (HIGHER AND APPLIED MATHEMATICS)</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/14 weeks, 56 hours in class	6 / Mandatory	Sergiy Vakarchuk, Doctor of Science, Professor, Olena Kholod, Ph.D. (Candidate of Science), Professor	180 hours (28 h. lectures, 28 h. seminars/practicals, 124 h. self-study time)
<b>Course aims:</b> forming the students basic mathematical knowledge to solve problems in professional work, logical thinking skills and mathematical analysis applications.				
<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 the mathematical apparatus to describe the relations between economic performance; analyze the relation that simulates economic processes;		Lecture, seminars, discussion, solving problems, self-study activities		Participation in the discussion, quiz, solving problems (CAS)
2) perform operations on matrices, solve equations in matrix form;		Lectures, seminars, solving problems using appropriate software, self-study activities, internet search		Solving problems, test (CAS)
3) solve and explore a systems of linear equations;		Lecture, seminars, solving problems using appropriate software, self-study activities, internet search		Solving problems using appropriate software, essay (CAS)
4) to use the tools of mathematical analysis and methods of differential calculus to the study of functional relationships;		Lecture, seminars, solving problems using appropriate software, self-study activities		Solving problems, individual presentation assessment (CAS)
5) to use the instruments of vector algebra and analytical geometry in solving practical problems;		Seminars, guided self-study activities, solving problems		Solving problems, test (CAS)
6) to carry out the differentiation of functions, to apply the methods of differential calculus in economic research;		Lecture, seminars, solving problems using appropriate software, self-study activities, internet search		Solving problems using appropriate software, essay (CAS)
7) to carry out the integration of functions, solve differential equations, investigate numerical and power series for convergence;		Lecture, seminars, solving problems using appropriate software, self-study activities		Participation in the discussion, quiz, solving problems, test (CAS)



8) self-study math books	Self-study activities	Participation in the discussion, essay (CAS)
Learning outcomes 1-6, 8		Mid-term control (CAS)
Learning outcomes 5-8		Final exam (FAS)
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (written works, each work includes 10 tests, 3 practical tasks and one creative task)</b> <b>60% Continuous assessment:</b> 20% Solving problems 10% Test 15% Essay 15% Mid-term control (computer multiple choice tests, essay)		
<b>Contents</b>		
<b>Thematic structure of the course:</b> <b>Module 1. Elements of linear algebra.</b> Linear algebra. Matrix. Determinations Systems of linear algebraic equations Jordan transformations Introduction to the mathematical analysis Function. Limits and their properties Continuity of functions <b>Module 2. Differential calculus of one variable function. Elements of vector algebra and analytical geometry.</b> Derivative of function and its applications Derivative. Differential of function. Application of derivative Vector algebra Line in the plane <b>Module 3. Functions of several independent variables. Indefinite integral.</b> Functions of several independent variables Indefinite integral <b>Module 4. Definite integral and its applications. Differential equations. Series.</b> Definite integral and its applications Differential equations First-order differential equations Linear differential equations with constant coefficients Linear difference equations with constant coefficients Series. Numerical series. Functional series		
<b>Literature</b>		
<i>Language of teaching Ukrainian</i>		
<b>Compulsory reading</b>		
1. Валєєв К.Г. Вища математика для економістів / К.Г. Валєєв, І.А. Джалладова, С.В. Дегтяр. – К.: Знання, 2011. – 287 с. 2. Барковський В.В. Вища математика для економістів. Навчальний посібник / В.В. Барковський, Н.В. Барковська. – К.: ЦУЛ, 2011. – 448 с. 3. Вища математика із використанням інформаційних технологій. Підручник / В.П. Іващенко, Г.Г. Швачич, В.С. Коноваленков та ін. – Запоріжжя: Дике Поле, 2013. – 426 с.		

4. Зайцев Є.П. Вища математика: Навчальний посібник / Є.П. Зайцев. – Кременчук: Вид-во “Кременчук”, 2011. – 170 с.

5. Вища та прикладна математика: Збірник завдань для самостійної роботи / О.Г. Холод, Г.Г. Швачич, І.М. Козирєва та ін. – Дніпро: Університет імені Альфреда Нобеля, 2017. – 84 с.

6. Высшая математика для экономистов / Под ред. Н.Ш. Кремера. – М.: Юнити-Дана, 2010. – 479 с.

7. Практикум з навчальної дисципліни “Вища математика для економістів” на основі MatLab / С.М. Чистов, А.Є. Никифоров, Т.Ф. Куценко та ін. – К.: КНЕУ, 2008. – 190 с.

#### **Recommended reading**

8. Ланцова О.Ю. Высшая математика для экономистов / О.Ю. Ланцова, Е.Н. Сахарова, В.И. Малахин. – М.: Экономика, 2010. – 351 с.

9. Сборник задач по высшей математике для экономистов / Под ред. В.И. Ермакова. – М.: ИНФРА-М, 2008. – 575 с.

10. Radulescu T.-L.T., Radulescu V.D., Andreescu T. (2009) Problems in real analysis: advanced calculus on the real axis, Springer

*Language of teaching English*

#### **Compulsory reading**

1. Radulescu T.-L.T., Radulescu V.D., Andreescu T. (2009) Problems in real analysis: advanced calculus on the real axis, Springer.

2. Wrede R., Murray R.S. (2010). Advanced Calculus. New York.

3. Ian Jacques (2013) Mathematics for economics and business. 7<sup>th</sup> ed. Pearson Education Limited.

4. Trench W.F. (2010). Introduction to real analysis, Pearson Education.

5. Matthews K.R. (1991). Elementary linear algebra, University of Queensland.

6. Siceloff L.P., Wentworth G., Smith D.E. (1970). Analytic geometry, Ginn and Company, Boston-New York.

#### **Recommended reading**

7. Carl P. Simon and Lawrence Blume (1994). Mathematics for Economists, W.W. Norton & Compony.

8. Problems in Mathematical Analysis (1972). Under the editorship of B. Demidovich. Mir Publishers: Moscow.

9. Smirnov V.I. (1964). A course of higher mathematic. Vol. 1, 2. Pergamon Press, Oxford – London – Edinburgh – New York – Paris – Frankfurt.

**HIGHER MATHEMATICS (PROBABILITY THEORY AND MATHEMATICAL STATISTICS)**

<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2/14 weeks, 56 hours in class	6 / Mandatory	Olena Kholod, Ph.D. (Candidate of Science), Professor	180 hours (28 h. lectures, 14 h. seminars/practicals, 14 h. lab. works, 124 h. self-study time)

**Course aims:** The purpose of the discipline is to give students the necessary mathematical training and knowledge for studying other courses of the mathematical cycle as well as courses of the professional cycle. The main objectives are as follows: to give students the basics of the mathematical apparatus needed to solve theoretical and practical problems of economics; to develop the skills of mathematical research of applied problems, methods of preparation, grouping and processing of experimental data; develop students' ability to study textbooks on probability theory and mathematical statistics.

<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 mathematical tools to predict economic phenomena; calculate the probability of random events; make all necessary calculations associated with random variables;	Lecture, seminars, discussion, solving problems, self-study activities	Participation in the discussion, quiz, solving problems (CAS)
2) calculate the probability of random events, make all necessary calculations associated with random variables;	Lecture, seminars, solving problems, self-study activities	Solving problems, explanation of connections, dependences, test (CAS)
3) detect the format of the distribution law in simpler problems and, on this basis, predict the probability of future economic indicators;	Lecture, laboratory work, analysis of statistics, solving problems using appropriate software, self-study activities	Solving problems using appropriate software, analysis of statistics report, individual presentation assessment (CAS)
4) do statistical estimation of distribution parameters;	Lecture, laboratory work, analysis of statistics, solving problems using appropriate software	Solving problems, analysis of statistics report, individual presentation assessment, essay (CAS)
5) use statistical methods to process experimental data and make statistical conclusions.	Lecture, seminars, laboratory work, analysis of statistics, solving problems	Explanation solving problems, solving of problems using appropriate software,

<p>Learning outcomes 1-3</p> <p>Learning outcomes 1-5</p>	<p>using appropriate software, self-study activities</p>	<p>analysis of statistics report, test (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 (written works, each work includes 10 tests, 3 practical tasks and one creative task)</b></p> <p><b>60% Continuous assessment:</b></p> <p>20% Solving problems</p> <p>20% Presentation of laboratory work on mathematical statistics</p> <p>10% Test</p> <p>10% Mid-term control (test, analysis of statistics report, individual presentation assessment)</p>		
<p><b>Contents</b></p>		
<p><b>Thematic structure of the course:</b></p> <p><b>Module 1. Probability theory</b></p> <ol style="list-style-type: none"> <li>1. Basic concepts and theorems of probability theory. Classification of events.</li> <li>2. The sequence of tests. Bernoulli scheme and formula.</li> <li>3. Limit theorems in the Bernoulli scheme (Mouavre-Laplace local theorem and Laplace integral theorem). Poisson's formula.</li> <li>4. One-dimension random variables. Types of random variables. Distribution law. Distribution function. Density of probabilities distribution.</li> <li>5. Numerical characteristics of random variables.</li> <li>6. Multidimensional random variables.</li> <li>7. Limit theorems.</li> </ol> <p><b>Module 2. Mathematical Statistics</b></p> <ol style="list-style-type: none"> <li>1. The subject of mathematical statistics, the main topics and problems.</li> <li>2. Statistical estimates.</li> <li>3. Confidence intervals.</li> <li>4. Checking statistical hypotheses.</li> <li>5. Elements of correlation analysis.</li> </ol>		

## Literature

### *Language of teaching Ukrainian*

#### **Compulsory reading**

1. Гмурман В.Е. Теория вероятностей и математическая статистика / В.Е. Гмурман – М.: Высшая школа, 2009. – 479 с.
2. Гмурман В.Е. Руководство к решению задач по теории вероятностей и математической статистике / В.Е. Гмурман – М.: Высшая школа, 2009. – 404 с.
3. Вакарчук С.Б. Теорія ймовірностей і математична статистика: Збірник завдань для самостійної роботи / С.Б. Вакарчук, О.Г. Холод, І.М. Козирева. – Д.: Університет ім. Альфреда Нобеля, 2017. – 85 с.
4. Барковський В.В. Теорія ймовірностей та математична статистика / В.В. Барковський, Н.В. Барковська, О.К. Лопатін. – К.: ЦУЛ, 2010. – 424 с.
5. Вища математика із використанням інформаційних технологій. Підручник / В.П. Іващенко, Г.Г. Швачич, В.С. Коноваленков та ін. – Запоріжжя: Дике Поле, 2013. – 426 с.
6. Федоров М.В. Теорія ймовірностей і математична статистика: Конспект лекцій / М.В. Федоров, О.М. Хренов. – Х.: ХНАМГ, 2011. – 168 с.

#### **Recommended reading**

7. Теория вероятностей и статистика / Ю.Н. Тюрин, А.А. Макаров, И.Р. Высоцкий, и др. – М.: МЦНМО, 2008. – 256 с.
8. Зайцев Е.П. Теория вероятностей и математическая статистика. Базовый курс с индивидуальными заданиями и решениями типовых вариантов. Учебно-методическое пособие / Е.П. Зайцев – Кременчуг: Изд-во “Кременчуг”, 2008. – 484 с.
9. Bickel, Peter J. and Doksum, Kjell A., Mathematical Statistics: Basic and Selected Topics, V. 1. Pearson Prentice-Hall, 2007.

### *Language of teaching English*

#### **Compulsory reading**

1. Gmurman V.E. (1968), Fundamentals of probability theory and mathematical statistics. London – New York (electronic version).
2. Ross Sh.M. (1997), A first course in probability. New Jersey.
3. Bickel, Peter J. and Doksum, Kjell A. (2007), Mathematical Statistics: Basic and Selected Topics, V. 1. Pearson Prentice-Hall.
4. Sternstein M. Statistics, New York

#### **Recommended reading**

5. Attwood G., Dyer G., Skipworth G. (2008) Statistic1, Oxford, (base-type).

<b><i>ECONOMIC-MATHEMATICAL METHODS AND MODELS (METHODS AND MODELS OF OPTIMIZATION)</i></b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3/14 weeks, 28 hours in class	3 / Mandatory	Olena Kholod, Ph.D. (Candidate of Science), Professor	90 hours (14 h. lectures, 14 h. seminars/practicals, 62 h. self-study time)
<b>Course aims:</b> give theoretical knowledge and practical skills to solve management problems with special optimization methods.				
<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) give mathematical formulation of the optimization problem, choosing the correct optimization criteria; 2) use graphical and analytical methods for solving linear programming problems; 3) use methods for solving and analysis of transport problems; 4) to apply the basic methods of the analysis of non-linear optimization problems, fraction-linear problems in LP; 5) use modern computer technology and software packages  Learning outcomes 1-5		Lecture, seminars, discussion, solving problems, self-study activities Lecture, seminars, solving problems, self-study activities Lecture, seminars, solving problems, self-study activities Seminars, solving problems, self-study activities, internet search Lecture, seminars, solving problems using appropriate software, self-study activities		Participation in the discussion, solving problems, test (CAS)  Practical skills assessment, explanation solving problems, quiz (CAS) Solving problems using appropriate software, test (CAS) Participation in the discussion, solving problems, essay (CAS)  Solving problems using appropriate software (CAS)  Mid-term control (CAS)
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessments:</b> 10% Participation in the discussion 40% Solving problems (including using the MathCad application package) 20% Test 10% Essay 20% Mid-term control (solving problems, quiz, test)				
<b>Contents</b>				

**Thematic structure of the course:**

**Module 1. The linear models of economic problems and methods of solving them**

The basic stages of organizational research

Setting economic and mathematical tasks for optimization

Forms of formulating tasks of linear programming (TLP)

Geometrical (graphic) method of solving TLP

Analytical methods of analyzing TLP (Simplex Method, Assumed Basis Method)

The transport task (TT). Setting the task, methods of analyzing and solving

**Module 2. Integer, fraction-linear and nonlinear optimization problems. Basic methods of solving them**

Methods of solving integer problems in LP

Fraction-linear problems in LP

Nonlinear programming

The concept of dynamic programming

**Literature**

*Language of teaching Ukrainian*

**Compulsory reading**

1. Наконечний С. І., Савіна С. С. Математичне програмування: навчальний посібник – К.: КНЕУ, 2016 – 452 с.

2. Федоренко І.К. Дослідження операцій в економіці: – К.: Знання, 2017. – 558 с.

3. Катренко А.В. Дослідження операцій: Підручник. – Львів: Магнолія Плюс, 2015.– 352 с.

4. Оптимизационные методы и модели: Рабочая тетрадь / Г.Г. Швачич, Ю.К. Тараненко, Е.Г. Холод и др. – Д.: ДУЭП им. Альфреда Нобеля, 2011. – 140 с.

5. Методы оптимальных решений в экономике и финансах: Практикум: Учебное пособие / Под. ред. В.М. Гончаренко, В.Ю, Попова. – М.: ФГБОУ ВПО «Финансовый университет», 2016.

5. Королев А.В. Экономико-математические методы и моделирование: учебник и практикум. – М.: ЮРАЙТ, 2016.

6. Methods and models of optimization: Workbook: an educational book / G.G. Shvachich, E.G. Kholod, I.N. Kozyreva and etc. – Dnipropetrovs'k: Alfred Nobel University, Dnipropetrovs'k, 2012. – 120 p.

**Recommended reading**

7. Вітлінський В.В. Математичне програмування / В.В. Вітлінський, С.І. Наконечний, Т.О. Терещенко. – К.: КНЕУ, 2010. – 210 с.

8. Мамонов К.А. Економіко-математичне моделювання. Конспект лекцій / К.А. Мамонов. – Харків: ХНАМГ, 2009. – 224 с.

9. Замков О.О. Математические методы в экономике / О.О. Замков, А.В. Толстопятенко, Ю.Н. Черемных. – М.: МГУ, 2012. – 384 с.

10. Кремер Н.Ш. Исследование операций в экономике: Учебное пособие для бакалавров / Н.Ш. Кремер. – М.: ЮРАЙТ, 2013. – 432 с.

*Language of teaching English*

**Compulsory reading**

1. Methods and models of optimization: Workbook: an educational book / G.G. Shvachich, E.G. Kholod, I.N. Kozyreva and etc. – Dnipropetrovs'k: Alfred Nobel University, Dnipropetrovs'k, 2012. – 120 p.

**Recommended reading**

2. P.R. Trie, G.E. Keough. An Introduction to LINEAR PROGRAMMING and GAME Theory. A John WILEY & Sons, Inc., Publication: WILEY. – 2008. – 476 p.

<b><i>ECONOMIC AND MATHEMATICAL METHODS AND MODELS (ECONOMETRICS)</i></b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian English	5/14 weeks, 28 hours in class	4 / Mandatory	Liudmyla Yarmolenko, Senior Lecturer	120 hours (14 h. lectures, 14 h. lab. works, 92 h. self-study time)
<b>Course aims:</b> students will have the opportunity to build econometric models to quantify the relationship between economic performance, skills to use econometric models in economic research, analysis and management of economic risk.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) use the appropriate mathematical apparatus to describe the relations between economic performance; construct models;		Lecture, discussion, laboratory works, solving problems, self-study activities		Participation in the discussion, solving problems using appropriate software (CAS)
2) analyze statistical data and build linear and non-linear regression models on their base		Lecture, laboratory work, analysis of statistics, solving problems using appropriate software, self-study activities		Solving problems using appropriate software, analysis of statistics report, individual presentation assessment (CAS)
3) identify statistically independent factors in multiple regressions;		Lecture, laboratory work, analysis of statistics, solving problems using appropriate software, self-study activities		Solving problems using appropriate software, analysis of statistics report, test (CAS)
4) to forecast economic conditions on the basis of econometric studies;		Lecture, laboratory work, solving problems, self-study activities, internet search		Solving problems using appropriate software, test, essay (CAS)
5) use modern computer technology and standard software packages in the econometric analysis.		Lecture, laboratory work, solving problems, self-study activities		Solving problems using appropriate software, analysis of statistics report, (CAS)
Learning outcomes 1-2, 5				Mid-term control (CAS)
Learning outcomes 1-5				Final exam (FAS)



**Assessment**

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

**40% Final exam (written works, each work includes 10 tests, 3 practical tasks and one creative task)**

**60% Continuous assessment:**

30% Solving problems using appropriate software, analysis of statistics report

10% Test

10% Essay

10% Mid-term control (solving problems, individual presentation assessment)

**Contents****Module 1. Analysis and management of risk in the economy. Methodology of economic and mathematical methods of quality assessment**

Basic concepts of the theory of risk in the economy

Types of risks and their classification

Risk classification criteria

The possibilities of influence on risks

The general scheme of risk management

Forecasting risks

Statistical forecasting methods

Expert forecasting methods

Analysis of the risk assessment methods

Mathematical and statistical methods

**Module 2. Principles of econometric models building. Econometric models of dynamics**

Simple linear regression model

Checking the significance of regression model parameters

Assessing the significance of the correlation coefficient

Student's and Fisher's tests

The forecasting intervals of the linear regression equation

Building confidence intervals

Nonlinear regression

Multiple regression model

The notion of multi colinearity

Checking the general quality of regression and meeting preconditions of the least squares method

Durbin-Watson statistics

The concept of autocorrelation

## Literature

### *Language of teaching Ukrainian*

#### **Compulsory reading**

1. Наконечний С.І. Економетрія: Підручник / С.І. Наконечний, Т.О. Терещенко, Т.П. Романюк. – К.: КНЕУ, 2009. – 171 с.
2. Эконометрика: Учебное пособие / Под ред. И.И. Елисейевой. – М.: Проспект, 2011. – 288 с.
3. Замков О.О. Математические методы в экономике / О.О. Замков, А.В. Толстопятенко, Ю.Н. Черемных. – М.: МГУ, 2012. – 384 с.
4. Jeffrey M. Wooldridge (2012). Introductory Econometrics: A Modern Approach. South-Western College Pub; 5th edition, 2012. – 912 p.
5. Эконометрика: Лабораторный практикум / Ю.Е. Чернявский, Е.Г. Холод, Г.Г. Швачич и др. – Д.: ДУЭП им. Альфреда Нобеля, 2011. – 82 с.

#### **Recommended reading**

5. Методы математической статистики в обработке экономической информации / Под ред. Т.Т. Цымбаленко. – М.: Финансы и статистика, 2007. – 200 с.
6. Доугерти К. Введение в эконометрику: Учебник для экон. спец. вузов / К. Доугерти. – М.: Инфра-М, 2007. – 402 с.

### *Language of teaching English*

#### **Compulsory reading**

1. James H. Stock, Mark W. Watson (2010). Introduction to Econometrics. Addison-Wesley; 3rd edition, 840 p.
2. Jeffrey M. Wooldridge (2012). Introductory Econometrics: A Modern Approach. South-Western College Pub; 5th edition, 912 p.
3. Econometrics: Workshop (2013), N.O. Rizun, E.G. Kholod, L.I. Yarmolenko and etc. – Dnipropetrovs'k: Alfred Nobel University, 156 p.

#### **Recommended reading**

4. Walter Enders (2009). Applied Econometric Times Series. Wiley; 3d edition, 544 p.
5. William H. Greene (2011). Econometric Analysis. Prentice Hall; 7th edition, 1232 p.

<b>INFORMATION AND COMMUNICATION TECHNOLOGIES</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/14 weeks, 56 hours in class	6 / Mandatory	Tetiana Chumak, Senior Lecturer	180 hours (28 h. lectures, 28 h. lab. works, 124 h. self-study time)
<b>Course aims:</b> the students get a high level of information and computer culture as well as practical skills for working with modern hardware using the latest information technologies to solve various problems in the professional activities.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
On completion of the course, students will be able to:				
1) use the basic tools of Windows freely;		Lecture, lab. works, discussion, solving problems, self-study activities	Participation in the discussion, solving problems using appropriate software, laboratory work report (CAS)	
2) create, format, and print documents in Microsoft Word;		Lecture, lab. works, solving problems using appropriate software	Solving problems, laboratory work report, test (CAS)	
3) generate spreadsheets in Microsoft Excel and make necessary calculations;		Lecture, lab. works, solving problems, self-study activities	Solving problems using appropriate software, laboratory work report, test (CAS)	
4) create relational Microsoft Access database and manage them;		Lecture, lab. works, solving problems using appropriate software, self-study activities, internet search	Solving problems, individual presentation assessment, essay (CAS)	
5) automate work in Microsoft Office by using Visual Basic		Lecture, guided self-study activities, solving problems	Solving problems using appropriate software, quiz, peer small group presentation (CAS)	
6) create electronic presentations in Microsoft PowerPoint;		Lecture, lab. work, self-study activities	Laboratory work report, individual presentation assessment (CAS)	

7) use Internet-technologies for solving professional problems, search and store necessary information; manage correspondence by e-mail;	Lab. work, internet search, self-study activities	Laboratory work report, participation in the discussion, test (CAS)
8) organize their work using business organizer Microsoft Outlook;	Lecture, lab. work, self-study activities	Laboratory work report, individual presentation assessment, test (CAS)
9) perform settings of programs to work in the global network.	Lab. work, internet search, self-study activities	Participation in the discussion, essay (CAS)
Learning outcomes 1-9		Mid-term control (CAS)

#### Assessment

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

40% Solving problems using appropriate software  
15% Test  
15% Essay  
15% Individual presentation  
15% Mid-term control (laboratory work report, test)

#### Contents

#### **Module 1. Theoretical foundations of computer science. Information systems. Text data processing systems**

Subject, methods and objectives of the course. Theoretical Foundations of Computer Science. Information Systems (IS) and their role in the management of the economy

The principles and structure of the PC software. The Windows operating system

Systems for processing text information. Text editor MS Word. Editing and formatting text

#### **Module 2. MS Word Tables. Technology for creating presentations. Local area network The use of Internet-technologies**

Creating tables in MS Word. Automation of document creation

The technology of creating presentations in MS PowerPoint

Local computation networks

The use of Internet technologies

Working with Web-site. Navigation on the web

#### **Module 3. Systems of tabular data processing. The MS Excel spreadsheet**

Systems of tabular data processing. The MS Excel spreadsheet. Basics of working in MS Excel

Working with formulae and functions in MS Excel

#### **Module 4. Working with Database in MS Excel. Fundamentals of office programming**

Creating, editing and formatting charts in MS Excel

Working with Database in MS Excel

Fundamentals of office programming

#### **Module 5. Fundamentals of database constructing. Purposes, general characteristics, features and possibilities of MS Access. Creating, editing and using database query**

Fundamentals of database constructing

Creating, editing and managing database with database managing system

Creating, editing and using database queries in MS Access

## **Module 6. Development and use of forms in MS Access. Queries. Generating reports**

Development and use of forms in MS Access

Generating reports in MS Access

Using macros generator

### **Literature**

*Language of teaching Ukrainian*

#### **Compulsory reading**

1. Клименко О.Ф. Информатика: Підручник / О.Ф. Клименко, Н.Р. Головка. – К.: КНЕУ, 2011. – 579 с.
2. Рогоза М.Є. Основи інформатики та технологій програмування: Навч. посібник / М.Є. Рогоза, С.К. Рамазанова, А.В. Велігура, С.М. Ткаченко. – Полтава: ПУЕТ, 2012. – Ч. 1. – 294 с.
3. Stephen Saxton (2019), Excel for New Managers: A perfect understanding of how Microsoft Excel works. 2019, 172 p.
4. Chris Smitty Smith (2019). Excel 2019 - Business Basics and Beyond. Tickling Keys, Incorporated, 279 p.
5. Рогоза М.Є. Основи інформатики та технологій програмування: Навч. посібник / М.Є. Рогоза, С.К. Рамазанова, А.В. Велігура, С.М. Ткаченко. – Полтава: ПУЕТ, 2012. – Ч. 2. – 322 с.
6. Поляков, В. П. Информатика для экономистов: учебник для бакалавриата и специалитета / В. П. Поляков, В. П. Косарев. – М.: Юрайт, 2019. - 524 с.
7. Царев Р.Ю. Теоретические основы информатики: Учебник / Царев Р.Ю., Пупков А.Н., Самарин В.В и др. - Краснояр.: СФУ, 2015. - 176 с.
8. Леонтьев В.П. "Office 2016. Новейший самоучитель"/ В.П. Леонтьев. М.: Эксмо, 2015. - 368 с.
9. Леонтьев В.П. Microsoft Word 2016. Новейший самоучитель/ В.П. Леонтьев. М.: Эксмо, 2016. - 128 с.
10. Рудикова Л. В. Microsoft Office Excel 2016 / Л.В. Рудикова. – СПб.: БХВ-Петербург, 2017. – 640 с.
11. Бекаревич Ю.Б. Самоучитель Microsoft Access 2016 / Ю.Б. Бекаревич, Н.В. Пушкина. - СПб.: БХВ-Петербург, 2017. - 480 с.

#### **Recommended reading**

1. Советов Б.Я. Информационные технологии / Б.Я. Советов. М.: Юрайт, 2016. – 327 с.
2. Матюшок В. М. Информатика для экономистов: Учебник / В.М. Матюшок. – 2-е изд., перераб. и доп. – М.: НИЦ ИНФРА-М, 2016. – 460 с.
3. Чумак Т.В. Информатика: Лабораторный практикум (разделы: “Операционная система WINDOWS”, “Системы обработки текста Текстовый процессор MS WORD”) / Т.В. Чумак, Л.И. Ярмоленко, А.И. Пасько. – Д.: Днепропетровский университет им. Альфреда Нобеля, 2011. – 50 с.
4. Информатика: Лабораторный практикум (раздел “Системы табличной обработки данных”) / Н.О. Ризун, Л.И. Ярмоленко, Т.В. Чумак и др. – Д.: Днепропетровский университет им. Альфреда Нобеля, 2013. – 104 с.
5. Информатика: Лабораторный практикум (раздел “Системы управления базами данных”) / Н.О. Ризун, Л.И. Ярмоленко, Т.В. Чумак и др. – Д.: Днепропетровский университет им. Альфреда Нобеля, 2014. – 92 с.

*Language of teaching English*

#### **Compulsory reading**

1. Microsoft Office 2010 QuickStepm (2010), McGraw-Hill Osborne Media, 368 p.
2. Habraken J. (2011) Microsoft Office 2010. In Depth. Que, 969 p.

3. Pasewark W.R., Pasewark S.G., Morrison C., Pinard K.T. (2010) Microsoft Word 2010. Complete Course Technology, 708 p.
4. Mark Dodge, Craig Stinson's (2011), Microsoft Excel 2010 Inside Out . Microsoft Press, 1152 p.
5. Wempen Faithe (2012), PowerPoint 2010 Bible . Wiley, 816 p.
6. Michael R. Groh (2013). Access 2010 Bible. Wiley, 1392 p.
7. Roger Jennings (2013). Microsoft Access 2010 In Depth. Que, 1200 p.
8. Stephen Saxton (2019). Excel for New Managers: A perfect understanding of how Microsoft Excel works, 172 p.
9. Chris Smitty Smith (2019). Excel 2019 - Business Basics and Beyond. Tickling Keys, Incorporated, 279 p

#### **Recommended reading**

1. AMC College. Spreadsheet (Microsoft Excel 2019) Level 3. Advanced Micro Systems Sdn Bhd, 56 p.
2. Kevin Wilson. Using Excel 2019: The Step-by-step Guide to Using Microsoft Excel 2019. Elluminet Press, 150 p.
3. Mary Anne Poatsy, Keith Mulbery, et al. Exploring Microsoft Office 2019. Pearson Higher Education & Professional Group, 2019, 1120 p.
4. Joan Lambert. Microsoft Word 2019 Step by Step. Microsoft Press, 2019. 720 p.
5. Rizun N.O. (2011), Informatics: Workshop, Part 1, 2 / N.O. Rizun, S.I. Medinska, I.I. Lipska. – Д.: Днепропетровский университет им. Альфреда Нобеля, 80 с.
6. Rizun N.O. (2014), Informatics: Workshop, Part 3 / N.O. Rizun, L.N. Savchuk. – Д.: Днепропетровский университет им. Альфреда Нобеля, 80 с.

<b>MANAGEMENT AND ADMINISTRATION (BASIC OF MANAGEMENT)</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3 / 14 weeks, 56 hours in class	6 / Mandatory	Volodymyr Momot, Doctor of Science, Professor	180 hours (28 h. lectures, 28 h. seminars/practicals, 124 h. self-study time)
<b>Course aims:</b> The aim of discipline is to form in modern management thinking and expertise, understanding of the conceptual foundations of systemic management, acquire skills of analysis of internal and external environment, making appropriate management decisions in future managers.				
<b>Learning outcomes</b> On completion of the course, the student will be able to:		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
1) acquire knowledge of fundamental management concepts and skills and learn from managers how to apply them; 2) identify the internal and external factors and forces of the organisation that managers may face in their daily work, examine the functions of management: such as planning, organizing, leading, controlling, and decision making; 3) identify the key competencies needed to be an effective manager; 4) demonstrate critical thinking when presented with managerial problems; 5) understand the importance of social responsibility and managerial ethics in management operation  Learning outcomes 1-5		Lecture, seminars, discussion Lectures, seminars, self-study activities,  Internet search, case-studies, discussions Problem lecture, discussion, Case-studies, role play Role play, problem lecture, case-studies	Participation in the discussion (CAS)  Essay, test, presentation, participation in the discussion (CAS)  Participation in the discussion (CAS)  Participation in the role play (CAS)  Participation in the role play, tests (CAS)  Final exam (FAS)	
<b>Contents</b>				
<b>Thematic structure of the course:</b> Management as a science, history of management; Elements of theory of organization; Organizational structures: schemes and comparison; Planning as a function of management; Motivation as a general function of management, theories of motivation; Control as a general function of management; Decision Making: types and techniques; Communication in organization: process and networks; Styles of management: comparison and applicability; Management and leadership; Management and ethics;				

Management efficiency: estimation and improvement.

### Assessment

#### Assessment

- **100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)**
- **40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)**
- **60% Continuous assessment:**
  - 10% Participation in the discussion
  - 10% Participation in the role play
  - 10% Test (multiple choice, computer)
  - 20% Essay (written)
  - 10% Presentation (oral, multimedia)

### Literature

*Language of teaching Ukrainian*

#### Compulsory reading

1. Момот В.Е. Основы менеджмента: Учебное пособие / В.Е. Момот. – Д.: Изд-во ДУ им. А. Нобеля, 2013. – 132 с.
2. Мищенко А.П. Основы менеджмента / А.П. Мищенко. – Днепропетровск: ДУЕП, 2005. – 312 с.
3. Daft R.L. (2015). Management. 12th ed, Cengage Learning, 784 p.
4. Електронний конспект з дисципліни „Основы менеджменту” / Укладач Н.С. Макарова. – Дніпропетровськ: ДУ ім. А. Нобеля, 2015. – 135 с.
5. Андрушків Б.М. Основы менеджменту / Б.М. Андрушків, О.Є. Кузьмін. – К: Либідь, 1995. – 256 с.

#### Recommended reading

1. Бардась А.В. Менеджмент / А.В. Бардась, М.В. Бойченко, А.В. Дудник. Дніпропетровськ: Національний гірничий університет, 2012. — 381 с.
2. Кузьмін О.Е. Основы менеджменту / О.Е. Кузьмін, О.Г. Мельник. – К.: Академвидав, 2006. – 416 с.
3. Hill Charles W.L., McShane Steven L. (2008). Principles of Management. McGraw-Hill/Irwin, 528 p.
4. Момот В.Е. Основы менеджмента: Слайд – конспект / В.Е. Момот. – Д.: Изд-во ДУЭП, 2011. – 132 с.
5. Орлов А.И. Менеджмент. Организационно-экономическое моделирование: Учебное пособие / А.И. Орлов. – М.: Феникс, 2009. – 475 с.

*Language of teaching English*

#### Compulsory reading

1. Daft R.L. (2015). Management. 12th ed, Cengage Learning, 784 p.
2. Daft R. (2009). Contemporary Management. Simon Fraser University Press.
3. Drucker P. (2007). *Management*. (8th Edition). NY: South-Western Cengage Learning.
4. Albert F., Meskon M., Hedowry P. (2002). Basics of Management. (15th edition) Chicago: The University of Chicago Press.

#### Recommended reading

1. Collins J., Porras J. (1997). Built to Last: Successful Habits of Visionary Companies. New Jersey: Prentice-Hall, 1997.
2. Hill Charles W.L., McShane Steven L. (2008). Principles of Management. McGraw-Hill/Irwin, 528 p.



*FINANCE, MONEY AND CREDIT*

<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	3/14 weeks, 56 hours in class	5 / Mandatory	Viktoriia Varenyk,, Ph.D. (Candidate of Science), Associate Professor	180 hours (28 h. lectures, 14 h. seminars/practicals, 124 h. self-study time)

**Course aims:**

The students will have an ability to analyze the complex mechanism of the functioning of private finance, public finance, money, credit, banks and financial intermediaries in market economy.

<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. evaluate the effectiveness of the proposed government economic and social programs; how and why to reform the tax system;	Lecture, seminars, practical classes, guided self-study activities, discussion	Participation in the discussion, explanation solving problems (CAS)
2. calculate the basic types of direct and indirect taxes;	Lecture, seminars, practical classes, solving problems	Exercise, analysis of statistics report (CAS)
3. evaluate the effectiveness of fixed and working capital, calculate and distribute profit;	Internet search, self-study activities	Analysis of statistics report (CAS)
4. analyze the implementation of state, local and consolidated budgets;	Problem lecture, case study in small groups	Participation in the discussion, practical skills assessment (CAS)
5. analyze the dynamics of service payments and repayment of the public external and internal debt.	Lecture, seminars, practical classes, guided self-study activities, solving problems	Explanation solving problems, exercise (CAS)
6. make non-cash payments;	Lecture, seminars, practical classes, discussion	Participation in the discussion (CAS)
7. analyze the current inflation figures and forecast annual inflation;	Case study	Essay, test (CAS)
8. analyze foreign exchange transactions and their impact on the economy;	Internet search, seminars, practical classes, self-study activity	Essay, test (CAS)
9. calculate monetary aggregates and analyze money supply;	Solving problems	Presentation (CAS)
10. review the monetary policy of the state;	Lecture, seminars, practical classes, internet search	Solving problems, test (CAS)
11. evaluate the activities of banks and non-banking financial institutions.	Internet search, self-study activities	Peer small group presentation (CAS)

Learning outcomes 1-5		Mid-term control (CAS)
Learning outcomes 6-11		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 (2 sets of written assignments, each assignment includes 2 solving problems and computer multiple choice tests)</b> <b>60% Continuous assessment:</b> 30% Solving problems 10% Test (multiple choice, computer) 10% Essay 10% Presentation (oral, multimedia)		
<b>Contents</b>		
<b>Thematic structure of the course:</b> 1. The subject of financial science as knowledge of the essence of finance 2. Budget. The budgetary system 3. Government credit 4. Taxes. The tax system 5. Finances of economic entities 6. International financial institutions 7. The nature and essence of money 8. Monetary system and Money market 9. Inflation and monetary reforms 10. Credit as a form of loan capital movement 11. The concept of the banking system. Central Bank. Commercial banks 12. Non-banking financial institutions 13. Exchange rate and foreign exchange market		
<b>Literature</b>		
<i>Language of teaching Ukrainian</i>		
<b>Compulsory reading</b>		
1. Стойко О.Я., Дема Д.І. Фінанси: підручн. / О.Я. Стойко, Д.І. Дема; за ред. О.Я. Стойка. – К.: Алерта, 2017. – 406 с. <a href="http://ir.znau.edu.ua/bitstream/123456789/9224/1/Finansu_2017_406.pdf">http://ir.znau.edu.ua/bitstream/123456789/9224/1/Finansu_2017_406.pdf</a> 2. Фінанси: навчальний посібник [Електронний ресурс] / І. В. Журавльова, О. В. Гаврильченко, О. П. Полтніна та ін.; за заг. ред. д-ра екон. наук, професора І. В. Журавльової. – Харків: ХНЕУ ім. С. Кузнеця, 2017. – 330 с. 3. Щетинін А. І. Гроші та кредит: навчальний посібник / Щетинін А. І. – Дніпро: Університет митної справи та фінансів, 2019. – 163 с. 4. Навчальний посібник: Конспект лекцій з навчальної дисципліни «Гроші та кредит» [Електронний ресурс] М.М.Дученко, Ю.О.Єрешко, О.А. Шевчук. — Київ: КПІ ім. Ігоря Сікорського, 2018. – 108 с. 5. The Theory of Money and Credit by Ludwig von Mises, 1981, 302 p. 6. Finance, Banking, and Money, Vincenzo Quadrini, 2008, 505p.		
<b>Recommended reading</b>		
1. Фінанси: Навчальний посібник / Крутова А.С., Близнюк О.П., Лачкова Л.І. та ін. – Х.: Видавництво «Лідер», 2013. – 560 с. 2. Грушко В.І., Наконечна О.С., Чумаченко О.Г. Національні фінанси: Підручник. – К.: ВНЗ «Університет економіки та права «КРОК», 2017. – 660 с. 3. Гроші та кредит: підручник / [М. І. Савлук, А. М. Мороз, І. М. Лазепко та Г 86 ін.]; за наук. ред. М. І. Савлука. - 6-те вид., перероб. і доп. - К.: КНЕУ, 2011. – 589. 4. Сушко Н.М. Гроші та кредит: навч. посіб. / Н.М. Сушко. – Київ: Київ. нац. торг.-екон. ун-т, 2016. – 384 с. 5. Гроші та кредит / О. М. Бандурка, В. В. Глущенко, А. С. Глущенко. – Львів: Магнолія,		

2014. – 368 с.

6. Офіційний сайт Національного банку України. Режим доступу: <http://bank.gov.ua/>

*Language of teaching English*

#### **Compulsory reading**

1. [Boundless Finance](https://courses.lumenlearning.com/boundless-finance/front-matter/download-lecture-slides/) Available at: <https://courses.lumenlearning.com/boundless-finance/front-matter/download-lecture-slides/>

2. Finance: workshop: student's textbook / S. Kuznetsova, V. Varenik, M. Vakulich, Z. Pestovska, O. Prihod'ko, O. Shtanko, O. Evtushenko. – Dnepropetrovs'k: Alfred Nobel University Dnepropetrovs'k, 2012. – 124 p.

3. Jesús Huerta de Soto. Money, Bank Credit, and Economic Cycles. Translated from Spanish by Melinda A. Stroup. Second edition. First Spanish edition 1998, Dinero, Crédito Bancario y Ciclos Económicos, Unión Editorial, Madrid. 518 West Magnolia Avenue, Auburn, Alabama.

4. Money and credit (for non-financial specialties). S. Kuznetsova, Z. Pestovska, O. Evtushenko (science ed. S. Kuznetsova). – Dnepropetrovs'k: Alfred Nobel University Dnepropetrovs'k, 2014. - 124 p.

5. Money, Bank, Credit, and Economic Cycles Jesús Huerta de Soto, 2012, 938 p.

#### **Recommended reading**

1. Ivo Welch, Corporate Finance: 4th Edition, 2017, 640 p.

2. Fundamentals of Public Budgeting and Finance. Authors: Khan, Aman, 2019, 186 p.

3. Money and Banking Version 3.0 Robert E. Wright, 2017, 360 p.

4. Official site of the National Bank of Ukraine: <https://bank.gov.ua/en/>

<b>MARKETING</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	4/ 14 weeks, 42 hours in class	4.5 / mandatory	Svitlana Yaremenko, Ph.D. (Candidate of Science), Associate Professor	135 hours (28 h. lectures, 14 h. seminars/practicals, 93 h. self-study time)
<b>Course aims:</b> The course is geared towards helping students study modern system of views and expertise in marketing as well as practical skills to develop marketing mix and promote products in the market, taking into account customer satisfaction and ensuring the efficient operation of the company.				
<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 principles of development the theory of marketing.		Lecture, practical classes, discussion, self study activities	Participation in the discussion, quiz, test (CAS)	
2) know categorical apparatus of marketing and current trends in this field of study.		Lecture, practical classes, composing and solving crossword / crossword puzzles	Presentation, test (CAS)	
3) determine the impact of the marketing environment on the company		Lecture, practical classes, work in pairs to solve problems, self study activities	Peer small group presentation, test, essay (CAS)	
4) conduct market segmentation, select target segments and make positioning of products and trade marks		Lecture, practical classes, solving problems, case study	Presentation, case study, essay (CAS)	
5) use of modern methods of collecting and analyzing marketing information		Lecture, practical classes, internet search	Presentation, test, essay (CAS)	
6) use modern marketing tools for develop the company's marketing mix policies		Problem lecture, self-study activities, case study, brainstorming	Participation in the discussion, case study, essay (CAS)	
Learning outcomes 1-4			Mid-term control (CAS)	
Learning outcomes 3-6			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, an essay and computer multiple choice tests)</b> <b>60% Continuous assessment:</b> 10% Participation in the discussion and quiz 10% Test (multiple choice, computer) 10% Essay (written) 10% Presentation (oral, multimedia) 20% Mid-term control (computer multiple choice tests, essay)				
<b>Contents</b>				

**Thematic structure of the course:**

**Module 1. Basics of marketing activities and choice of target market**

The essence of the main components and concepts of marketing

Marketing environment and marketing types

Marketing research

Segmentation, target market selection and positioning

**Module 2. Marketing mix of the enterprise**

Marketing commodity policy

Marketing pricing

Marketing policy of distribution

Marketing communication policy

Management, organization and control of marketing activities

**Literature**

*Language of teaching Ukrainian*

**Compulsory reading**

1. Гаркавенко С.С. Маркетинг. Підручник / С.С. Гаркавенко. – К.: Лібра, 2010. – 712 с.

2. Петруня Ю.Є. Маркетинг: навчальний посібник / Ю.Є. Петруня, В.Ю. Петруня. – К.: Знання, 2016. – 223 с.

**Recommended reading**

3. Котлер Ф. Основы маркетинга. Краткий курс. / Ф. Котлер. – М.: Изд-во Диалектика-Вильямс, 2020. – 496 с.

4. Маркетинг: Підручник / В. Руделіус, О.М. Азарян, Н.О. Бабенко та ін. – К.: Навчально-методичний центр «Консорціум з удосконалення менеджмент-освіти в Україні», 2008. – 648 с.

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

6. Маркетинг: підручник / А.О. Старостіна, Н.П. Гончарова, Є.В. Крикавський та ін.; за ред. А.О. Старостіної. – К.: Знання, 2009. – 1070 с.

7. Kotler Ph., Keller K.L. Marketing Management (2016). 15th ed. Prentice Hall, Pierson.

8. Principles of Marketing (14th Edition), Philip Kotler, Gary Armstrong, 740 p.

9. Pride W.M., Ferrell O.C. (2016) Marketing. 2nd ed. Cengage Learning.

*Language of teaching English*

**Compulsory reading**

1. Pride W.M., Ferrell O.C. (2016) Marketing. 2nd ed. Cengage Learning.

2. Brassington F., Pettitt S. (2013) Essentials of Marketing. 3rd ed. Pierson.

**Recommended reading**

3. Kotler Ph., Armstrong G. Principles of Marketing (14th Edition). (2011). Prentice Hall, 740 p.

4. Kotler Ph., Keller K.L. Marketing Management (2016). 15th ed. Prentice Hall, Pierson.

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

6. Tanner J., Raymod M.A. Marketing Principles (v.2.0). – 581 p.

<b>MANAGEMENT AND ADMINISTRATION (ORGANIZATIONS THEORY)</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2/14 weeks, 56 hours in class	7 / Mandatory	Hanna Mytrofanova, Doctor of science, Professor	210 hours (28 hrs. lectures, 28 hrs. seminars, 154 hrs. self-study time)
<p><b>Course aims:</b> The purpose of discipline is to form the system of theoretical knowledge and practical skills for the organization operation and practical skills for the use of specific management methods, based on a systematic approach to the formation of the modern world creation, operation and evolution of organizations.</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 the completion of the course, students will be able to:				
<p>1) acquire know and skills of fundamental management concepts and learn from real managers how to apply them;</p> <p>2) identify the internal and external factors and organization strength managers may confront in their daily work, examine the functions of management: such as planning, organizing, leading, controlling, and decision making;</p> <p>3) identify the key competencies required for effective manager;</p> <p>4) demonstrate critical thinking skills when presented with managerial problems;</p> <p>5) understand the importance of social responsibility and managerial ethics in management operation.</p>		<p>Lecture, discussion</p> <p>Lecture, Role play, self-study activity</p> <p>Tutorials</p> <p>Internet search, self-study activities, discussion</p> <p>Problem lecture, discussion, case study in small groups</p>		<p>Participation in the discussion (CAS)</p> <p>Participation in the role play, test (CAS)</p> <p>Essay, test (CAS)</p> <p>Presentation, participation in the discussion (CAS)</p> <p>Peer small group presentation, essay (CAS)</p> <p>Mid-term control: mini case (CAS)</p> <p>Final exam (FAS)</p>
Learning outcomes 1-2				
Learning outcomes 1-5				
<p><b>Assessment</b>  <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>  <b>40% Final exam (6 sets of written assignments, each assignment includes 1 mini case, multiple choice test)</b>  <b>60% Continuous assessment:</b>  10% Participation in the role play  10% Test (multiple choice)</p>				

10% Essay (written)  
10% Presentation (oral, multimedia)  
20% Mid-term control (1 essays, mini case)

### Contents

#### **Module 1. Methodological principles of organization theory**

- 1) Basic organizational theories and models
- 2) Organization of the system
- 3) Organization as society
- 4) Organizational Process
- 5) Organizational design

#### **Module 2. Theoretical basis of the organization as a control object**

- 6) Structure of the organization as a factor in ensuring its effectiveness
- 7) External and internal environment of the organization
- 8) Culture Organization
- 9) Information-analytical technologies in organizations
- 10) The effectiveness of the organization: economic and social aspects

### Literature

#### Compulsory reading

1. Монастирський Г. Л. Теорія організації : посібник / Г. Л. Монастирський. – Тернопіль : ТНЕУ, 2014. – 288 с. (основний підручник)

#### Recommended reading

1. Адізес І. Управління життєвим циклом корпорації / Клуб Сімейного Дозвілля, 2018. – 496 с.
2. Афанасьєв М. В. Основи менеджменту : навч.-метод. посіб. / М. В. Афанасьєв, Л. Г. Шемаєва, В. С. Верлока; За ред. М. В. Афанасьєва. – Х., 2003. – 484 с.
3. Ван ден Берг Г., Пітерсма П. (2020). 25 ключових моделей управління / Фабула, 2020.
4. Виноградський М. Д. Менеджмент в організації : навч. посіб. / М. Д. Виноградський, А. М. Виноградська, О. М. Шканова. – [2-е вид. перероб. і доп.] – К.: КОНДОР, 2002. – 654 с.
5. Жуковська Л. Е. Теорія організацій : [навч. посіб.] / Л. Е. Жуковська, Є. Г. Борисевич, Є. М. Стрельчук. – Одеса : ОНАЗ ім. О. С. Попова, 2011. – 148 с.
6. Кейт Ф. Ваш надійний тил. Як налагодити зв'язки, що приведуть до успіху / Клуб Сімейного Дозвілля, 2018. – 288 с.
7. Криштопа О., Бурдим Х. 10 успішних компаній. Нова якість підприємництва в Україні / Discursus, 2018. –160 с.
8. Ланкастер Д. Лідерство в стилі LEAN: шлях до постійного вдосконалення вашого бізнесу / К. Fund , 2017. – 240 с.
9. Мартін Р., Ріел Д. Техніка ухвалення рішень. Як лідери роблять вибір / Наш Формат, 2019. – 248 с.
10. Свидрук І. І. Теорія організації : підручник / І. І. Свидрук, Ю. Б. Миронов, О. О. Кундицький. – Львів : Новий Світ-2000, 2013. – 175 с.
11. Стратегія підприємства: адаптація організацій до впливу світових суспільно-економічних процесів : монографія / А.П.Наливайко, Т.І.Решетняк, Н.М. Євдокимова та ін. ; за ред. д-ра екон. наук, проф. А.П. Наливайка.– К.: КНЕУ, 2013. – 454 с.
12. Трейсі Б. Делегування & керування. / Клуб Сімейного Дозвілля, 2018. 128 с.

*English track*

**Compulsory reading**

1 Daft, Richard L. Organization Theory and Design. 9th ed. Mason, OH: Thomson South-Western, 2007.

**Recommended reading**

2. Gutmann Martin (ed.) Historians on Leadership and Strategy: Case Studies From Antiquity to Modernity / Springer, 2019. — 282 p.

3. Jones, Gareth R. Organizational Theory, Design, and Change: Text and Cases. 6th ed. Upper Saddle River, NJ: Pearson Prentice Hall, 2010.

4. Pugh, Derek S., and David J. Hickson. Writers on Organizations. 6th ed. Thousand Oaks, CA: SAGE, 2007.

5. Scott, W. Richard, and Gerald F. Davis. Organizations and Organizing: Rational, Natural, and Open System Perspectives. Upper Saddle River, NJ: Pearson Prentice Hall, 2007.

6. Tolbert, Pamela S., and Richard H. Hall. Organizations: Structures, Processes, and Outcomes. Upper Saddle River, NJ: Pearson Prentice Hall, 2009.



<b>ACCOUNTING</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	5/14 weeks, 42 hours in class	4 / Mandatory	Zoia Pestovska, Ph.D. (Candidate of Science), Associate Professor	120 hours (28 h. lectures, 14 h. seminars/practicals, 78 h. self-study time)
<b>Course aims:</b> The course is geared towards helping students express independent opinion about management decision; formulate judgments and knowledge-based conclusions about content of enterprise financial statements and accounting policy.				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
1) demonstrate detailed knowledge and critical use of theories of accounting;		Lecture, seminars, discussion		Essay, test (CAS)
2) understand the role of accounting in management of enterprise and design business process.		Seminars, self-study activity		Essay, test (CAS)
3) highlight the main points of account's information in accounting and financial reports;		Lecture, practical classes, work in pairs to solve problems		Test, solving problems, peer small group presentation (CAS)
4) determine accounting period convention of period;		Problem lecture, seminars, self-study activity		Essay, solving problems, peer small group presentation (CAS)
5) evaluate the influence of international organizations on the accounting policy;		Problem lecture, case study in small groups		Essay, peer small group presentation, solving problems (CAS)
6) use accounting procedures to make management decision;		Lecture, practical classes, work in pairs to solve problems		Explanation solving problems, report (CAS)
7) analyze the ratio of different financial statements in annual reports;		Lecture, seminars, practical classes		Explanation solving problems, report (CAS)
8) measure the profitability of enterprise;		Lecture, practical classes, work in pairs to solve problems, seminars		Explanation solving problems, report (CAS)
9) make financial statements of enterprise;		Internet search, self-study activities, problem lecture, discussion		Test, peer small group presentation, solving problems (CAS)
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 (2 sets of written assignments, each assignment includes 2 solving problems</b>				

**assessment and computer multiple choice tests)**

**60% Continuous assessment:**

10% Report

10% Test

30% Explanation solving problems

10% Presentation (oral, multimedia)

**Contents**

**Thematic structure of the course:**

1. Accounting information, profession and careers
2. Impact of transactions on the accounting equation
3. Accounts, debits and credits
4. The journal and the general ledger
5. The trial balance and computerized processing systems
6. T-accounts, transactions and events
7. The periodicity assumption. Basic elements of revenue and expense recognition The adjustment process and related entries
8. Accrual vs cash-basis accounting
9. Preparing financial statements

**Literature**

*Language of teaching Ukrainian*

**Compulsory reading**

1. Закон України “Про бухгалтерський облік та фінансову звітність в Україні” від 16.07.1999 № 996-XIV [Електронний ресурс]. – Режим доступу: <http://zakon.rada.gov.ua/cgi-bin/laws/main.cgi>

2. Скоробогатова Н. Є. Бухгалтерський облік / Н.Є. Скоробогатова. – Київ: КПП ім. Шгоря Сікорського, Вид-во «Політехніка», 2017. – 248 с.

3. Attrill, P., & McLaney, E. (2009), Accounting and Finance for non-specialists, Financial Times.

4. Бухгалтерський облік: Навчальний посібник / В. М. Соболев, І. А. Косата, Т. В. Розіт тощо; за ред. В. М. Соболева. – Х.: ХНУ імені В. Н. Каразіна, 2018. – 222 с.

5. Бухгалтерський облік / Осмятченко В. О., Тесленко Т. І., Герасименко О. М., Титенко Л. В., Скоробагач А. Є., Вавілов В. В. – Київ: Простобук, 2017. – 552 с.

6. Бухгалтерський облік: у схемах і таблицях: навч. посібник / [Зінченко О.В., Радіонова Н.Й., Хаустова Є.Б. та ін.]; під заг. ред. М. І. Скрипник. – Київ: «Центр учбової літератури», 2017. – 340 с.

7. Положення (стандарти) бухгалтерського обліку [Електронний ресурс]. – Режим доступу: <http://zakon.rada.gov.ua>

8. Інструкція про застосування Плану рахунків бухгалтерського обліку активів, капіталу, зобов'язань і господарських операцій підприємств і організацій, затверджена наказом Міністерства фінансів України від 30 листопада 1999 р. №291 [Електронний ресурс]. – Режим доступу: <http://dtk.com.ua/show/2cid06881.html>

9. План рахунків бухгалтерського обліку активів, капіталу, зобов'язань і господарських операцій підприємств і організацій, затверджений наказом Міністерства фінансів України від 30 листопада 1999 р. №291 [Електронний ресурс]. – Режим доступу: <http://dtk.com.ua/show/2cid06880.html>

10. Financial Accounting (8th edition) by Walter T. Harrison, Charles T. Horngren, and Bill Thomas, 2009.

**Recommended reading**

1. Жива бухгалтерська книга [Електронний ресурс]. – Режим доступу:

<https://interbuh.com.ua/ua/documents/buhbook>

2. Янчева Л.М. Бухгалтерський облік: навчальний посібник / Л. М. Янчева, Н. С. Акімова., О. В. Топоркова, Т. А. Наумова, Л. О. Кирильєва, Герасимова Н.С., М.О. Ільченко. – Х.: ХДУХТ, 2015. – 446 с.

3. Офіційний сайт Державної служби статистики України – [Електронний ресурс] – Режим доступу: <http://www.ukrstat.gov.ua/>

4. Офіційний сайт НБУ [Електронний ресурс] – Режим доступу: [www.bank.gov.ua/bank\\_supervision/Dynamics/2001-last.htm/](http://www.bank.gov.ua/bank_supervision/Dynamics/2001-last.htm/)

5. Офіційний сайт Верховної Ради України [Електронний ресурс] – Режим доступу: [www.rada.gov.ua](http://www.rada.gov.ua)

6. Офіційний сайт бухгалтерського щотижневика «Дебет-Кредит» [Електронний ресурс] – Режим доступу: <http://www.dtk.com.ua>

7. Офіційний веб-сайт Міністерства фінансів України, на якому викладені тексти МСФЗ [Електронний ресурс] – Режим доступу: [http://www.minfin.gov.ua/control/publish/article/main?art\\_id=92410&cat\\_id=92408](http://www.minfin.gov.ua/control/publish/article/main?art_id=92410&cat_id=92408).

8. Сайт нормативно-правових актів на якому викладені тексти національних Положень (стандартів) бухгалтерського обліку [Електронний ресурс] – Режим доступу: <http://www.nau.com.ua>.

9. Сайт Комітету з міжнародних стандартів фінансової звітності (КМСФЗ) [Електронний ресурс] – Режим доступу: <http://www.iasb.org>

*Language of teaching English*

#### **Compulsory reading**

1. The Corporate Finance Institute: Accounting. Available at: <https://cdn.corporatefinanceinstitute.com/assets/cfi-Accounting-eBook.pdf>

2. Principles of Accounting, Volume 1 Financial Accounting. Available at: <https://open.umn.edu/opentextbooks/textbooks/principles-of-accounting-volume-1-financial-accounting>

3. Accounting for Managers. Available at: <http://assets.vmu.ac.in/MP103.pdf>

#### **Recommended reading**

1. Walter T. Harrison, Charles T. Horngren, and Bill Thomas (2009), Financial Accounting (8th edition).

2. Attrill, P., & McLaney, E. (2009), Accounting and Finance for non-specialists, Financial Times.

3. Accounting Principles: Managerial Accounting (2011). A Textbook Equity Open College Textbook, originally by Hermanson, Edwards, and Ivancevich. Available at: [https://www.textbookequity.org/Textbooks/TBQ\\_PA\\_Accounting\\_managerial.pdf](https://www.textbookequity.org/Textbooks/TBQ_PA_Accounting_managerial.pdf)

<i>FINANCE, MONEY AND CREDIT (FINANCE OF ENTERPRISES)</i>				
<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	3,4 / 28 weeks, 84 hours in class	7 / Mandatory	Viktoriia Varenyk, Ph.D. (Candidate of Science), Associate Professor	210 hours (42 h. lectures, 42 h. seminars, practical classes, 126 h. self-study time)
<b>Course aims:</b> Students will have an ability to analyze financial activities of the company, estimate the profit, the cost of fixed assets, intangible assets and inventory and prepare estimates.				
<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) estimate the amount of financial resources and sources of their formation;		Lecture, seminars, practical classes, guided self-study activities, solving problems		Practical skills assessment, explanation solving problems, test (computer) (CAS)
2) fill in income and expenditure cash orders, calculate the cash limit, write appropriate orders, fill in the general ledger;		Seminars, practical classes, solving problems, workshop, mini cases		Practical skills assessment, explanation solving problems, test (computer) (CAS)
3) evaluate planned indicators of revenue from product sales, prime cost of products and gross profit;		Seminars, practical classes, self-study activity, solving problems, case study		Exercise, participation in the discussion, test, practical skills assessment (CAS)
4) analyze indicators of profitability of the company and certain products;		Seminars, practical classes, solving problems, workshop, mini cases		Test (computer), exercises, case study (CAS)
5) determine the availability and efficient use of working capital;		Self-study activities, discussion, solving problems		Participation in the discussion, exercises (CAS)
6) determine the balance value of fixed assets and depreciation charges;		Case study in small groups, solving problems, seminars, practical classes		Test, practical skills assessment, case study (CAS)
7) determine the indicators of the condition and efficiency of using fixed assets;		Workshop, solving problems, discussion, case study		Participation in the discussion, practical skills
8) distribute the costs of the company.		Lecture, seminars, practical classes, guided self-study activities		Test (computer), exercises, case study (CAS)

<p><b>3 semester</b> Learning outcomes 1-5</p> <p><b>4 semester</b> Learning outcomes 6-8 Learning outcomes 1-8</p>		<p>assessment, exercises (CAS) Exercise, test, practical skills assessment (CAS)</p> <p>Mid-term control (CAS)</p> <p>Mid-term control (CAS) Final exam (FAS)</p>
<p><b>Assessment</b> The results of each semester are evaluated separately. And the results of previous semester are not included into the final examination grade.</p> <p><b>3 Semester:</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 30% Participation in the discussion and quiz 40% Solving problems 30% Mid-term control (computer multiple choice tests, solving problems)</p> <p><b>4 Semester:</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 5 solving problems and computer multiple choice tests)</b> <b>60% Continuous assessment:</b> 10% Participation in the discussion 10% Case study 20% Solving problems, practical skills assessment 20% Mid-term control (computer multiple choice tests, 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) Fundamentals of finance of the companies</li> <li>2) Financial resources of the companies</li> <li>3) Cash payments of the companies</li> <li>4) Monetary flow of the companies</li> <li>5) Costs of the companies</li> <li>6) Profit of the companies</li> <li>7) Fixed assets of the companies</li> <li>8) Intangible assets of the companies</li> <li>9) Current assets of the companies</li> <li>10) Lending to the enterprises</li> <li>11) Financial reorganization and bankruptcy of the companies</li> </ol>		
<p style="text-align: center;"><b>Literature</b></p> <p><i>Language of teaching Ukrainian</i></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Фінанси підприємств. /За наук. ред. проф. А.М. Поддєрьогіна. - 5-ге вид. - К.: КНЕУ, 2006. – 546 с.</li> <li>2. Фінанси підприємств: [навч. посіб.] / Аранчій В.І., Чумак В.Д., Бражник Л.В. – 2-ге вид., розш.ир та доповн. – Полтава: РВ ПДАА, 2018. – 350 с.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p>		

3. Грідчина М. В. Корпоративні фінанси: Навч. посіб. – К.: МАУП, 2006. – 232 с.
4. Бедринець М. Д., Довгань Л. П. Фінанси підприємств [текст] навч. посіб. / М. Д. Бедринець, Л. П. Довгань. – К. : Центр учбової літератури, 2018. – 292 с.
5. Данілов О.Д. Фінанси підприємств у запитаннях і відповідях: Навчальний посібник. / О.Д. Данілов, Т.В. Паєнтко. – К.: ЦУЛ, 2011. – 256 с.
6. Ярошевич Н. Б. Фінанси підприємств: навч. посіб. / Н.Б. Ярошевич. – К.: Знання, 2012. — 341 с.
7. Дєєва Н.М. Управління корпоративними фінансами. Навч. Посібник / Н.М. Дєєва – К.: Центр учбової літератури, 2010. – 200 с.

#### **Internet resources**

1. Господарський кодекс України: за станом на 02.04.2020 №436-IV / Верховна Рада України. Режим доступу: <http://zakon2.rada.gov.ua/laws/show/436-15/page>
2. Інструкція про безготівкові розрахунки в Україні в національній валюті: за станом на 30.04.2020 № z0377-04. Режим доступу: <http://zakon.rada.gov.ua/laws/show/z0377-04>
3. Національні положення (стандарти) бухгалтерського обліку. Режим доступу: <http://pro-u4ot.info/index.php?section=browse&CatID=92>.
4. Положення про ведення касових операцій у національній валюті в Україні: за станом на 26.05.2020 № v0148500-17. Режим доступу: <https://zakon.rada.gov.ua/laws/show/v0148500-17>

*Language of teaching English*

#### **Compulsory reading**

1. Ivo Welch (2015). Corporate Finance (3rd Edition).
2. Jonathan Berk (2014). Corporate Finance (3rd Edition). Pearson.
3. Stewart Myers; Franklin Allen (2013). Principles of Corporate Finance. McGraw-Hill.

#### **Recommended reading**

1. Peter Bossaerts (2009). Lectures on Corporate Finance (Second Edition). World Scientific.

<i>LAW (LABOR LAW, COMMERCIAL AND COMMERCIAL LAW)</i>				
<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 Ukrainian	6/14 weeks, 42 hours in class/	4.5 / Elective	Tetyana Lezhneva, PhD (Candidate of Science), Associate Professor	135 hours (28 h. lectures, 14 h. seminars/practicals, 93 h. self-study time)
<b>Course aims:</b> The course is geared towards helping students apply the norms of law of different branches practically and defend the rights in case of violation.				
<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) feel confident in the basics of law and legislation;	Lecture, practical classes, discussion,	Participation in the discussion (CAS)		
2) apply the main legal standards in practice;	Practical classes, business game, case study in small groups	Participation in the business play, case study presentation (CAS)		
3) integrate conceptual understandings of the Ukrainian legal system, fundamental areas of legal knowledge and relevant advanced specialist bodies of knowledge within the discipline of law,	Lecture, practical classes, discussion,	Participation in the discussion, essay, (CAS)		
4) understand the terminology;	Practical classes, presentation	Test (CAS)		
5) get oriented in sources and literature jurisprudence and use them in everyday life.	Internet search, self-study activities	Presentation (CAS)		
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 30% Participation in the discussion 10% Participation in the business play 10% Case study presentation 20% Test (multiple choice, computer) 10% Essay (written)				

20% Presentation (oral, multimedia)

## Contents

### Thematic structure of the course:

#### Module 1. Basics of theory of state and law

- 1) Basic concepts of theory of state
- 2) Basic concepts of theory of law

#### Module 2. Special branches of law of Ukraine

- 3) Basics of constitutional legislation
- 4) Basics of civil legislation
- 5) Basics of family legislation
- 6) Basics of criminal legislation
- 7) Basics of labor legislation and legislation of social protection
- 8) Basics of administrative legislation
- 9) General characteristic of environmental and land laws

## Literature

### Language of teaching Ukrainian

#### Compulsory reading

1. Конституція України від 28.06.1996 № 254к/96-ВР URL: <https://zakon.rada.gov.ua/laws/show/254%D0%BA/96-%D0%B2%D1%80>
2. Цивільний кодекс України від 16.01.2003 № 435-IV URL: <https://zakon.rada.gov.ua/laws/show/435-15>
3. Сімейний кодекс України від 10.01.2002 № 2947-III URL: <https://zakon.rada.gov.ua/laws/show/2947-14>
4. Кодекс законів про працю України від 10.12.1971 № 322-VIII URL: <https://zakon.rada.gov.ua/laws/show/322-08>
5. Кримінальний кодекс України від 05.04.2001 № 2341-III URL: <https://zakon.rada.gov.ua/laws/show/2341-14>
6. Гапотій В.Д., Мінкова О.Г., Печерський О.В. Правознавство: підручник. Мелітополь: Вид-во МДПУ ім. Богдана Хмельницького, 2015. 893 с. URL: <http://eprints.mdpu.org.ua/id/eprint/4574/>
7. Крестовська Н.М., Александрова Ю.В., Балобанов О.О. та ін. Правознавство: підручник. Одеса: Атлант, 2015. 554 с. URL: <http://dspace.oneu.edu.ua/jspui/handle/123456789/4597>
8. Основи права України : навч. посіб. / М. Ващишин, Н. Отчак, М.Теличко, С. Холявка ; за ред. М. Ващишин. Львів: Галицька спілка видавців, 2016. 228 с. URL: <http://repository.ldufk.edu.ua/handle/34606048/5884>
9. Пасічна І.О., Бойко В.В. Правознавство та основи конституційного права: конспект лекцій. Полтава: ПолтНТУ, 2017. 130 с. URL: <http://reposit.nupp.edu.ua/handle/PolNTU/2119>

#### Recommended reading

1. Загальна декларація прав людини від 10.12.1948. URL: [https://zakon.rada.gov.ua/laws/show/995\\_015](https://zakon.rada.gov.ua/laws/show/995_015)
2. Конвенція про захист прав людини і основоположних свобод від 04.11.1950. URL: [https://zakon.rada.gov.ua/laws/show/995\\_004](https://zakon.rada.gov.ua/laws/show/995_004)
3. Про авторське право і суміжні права: Закон України від 23.12.1993 № 3792-XII. URL: <https://zakon.rada.gov.ua/laws/show/3792-12>
4. Про відпустки: Закон України від 15.11.1996 № 504/96-ВР URL: <https://zakon2.rada.gov.ua/laws/show/504/96-%D0%B2%D1%80>
5. Про оплату праці: Закон України від 24.03.1995 № 108/95-ВР URL: <https://zakon.rada.gov.ua/laws/show/108/95-%D0%B2%D1%80>



6. Мироненко В.П., Пилипенко С.А. Сімейне право України: підручник. Київ: Правова єдність, 2008. 477с.

7. Теорія держави і права. Академічний курс: Підручник / За ред. О.В. Зайчука, Н.М. Оніщенко. Київ: Юрінком Інтер, 2008. 688 с.

8. Трудове право України: Академічний курс: Підручник / П.Д. Пилипенко, В.Я. Бурак, З.Я. Козак та ін. Київ: Ін Юре, 2007. 536 с.

9. Харитонов Є.О., Старцев О.В. Цивільне право України: Підручник. Київ: Істина, 2007. 816 с.

10. Хохлова І.В., Шем'яков О.П. Кримінальне право України (Загальна частина): Навчальний посібник. Київ: Центр навчальної літератури 2006. 272 с.

*Language of teaching English*

#### **Compulsory reading**

1. Convention on Relations between States and International Organizations of a Universal Character, adopted in Vienna on March 14<sup>th</sup> 1975

2. Charter of the United Nations, 1945

3. Vincent, Nicholas (2012). Magna Carta: A Very Short Introduction. Oxford, UK: Oxford University Press.

#### **Recommended reading**

1. Mousourakis George. Fundamentals of Roman Private Law. – Springer, 2012. – 366 p.

2. Tellegen-Couperus Olga. A Short History of Roman Law. – Routledge, 1993. — 187 p

**MANAGEMENT AND ADMINISTRATION (ENTERPRISE PLANNING AND ORGANIZATION)**

<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	5/4 weeks, 56 hours in class	6 / Mandatory	Olha Yevtushenko, Ph.D. (Candidate of Science), Associate Professor	180 hours (28 h. lectures, 28 h. tutorials, 124 h. self-study time)

**Course aims:**

The aim of discipline is to formation modern theoretical knowledge in business management through initiation, forecasting, optimization, coordination and integration of the processes of implementation of ideas and control over the processes of implementation and possible adjustments of the plans.

<b>Learning outcomes</b>	<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On the completion of the course, students will be able to:		
1) create a first draft of their own business plan;	Lecture, tutorials, discussion	Participation in the discussion (CAS)
2) evaluate critically business plans	Role play	Essay, test (CAS)
3) define SWOT-analysis and how it relates to the market and competition within the business plan;	Tutorials, self-study activity	Essay, test (CAS)
4) identify the 3 most common pro forma financial statements included in a business plan;	Lecture, tutorials	Participation in the discussion, test (CAS)
5) describe the 4 most common types of cost estimates associated with a proposed business or service and the importance of their inclusion in the business plan; estimate the costs associated with supply the product/service.	Internet search, self-study activities	Peer small group presentation (CAS)
Learning outcomes 1-5		Mid-term control: tests, mini case (CAS)
Learning outcomes 1-9		Final exam (FAS)

**Assessment**

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

**40% Final exam (5 sets of written assignments, each assignment includes 1 essays and 1 case)**

**60% Continuous assessment:**

5% Participation in the role play

5% Test (multiple choice, computer)

20% Essay (written)

10% Presentation (oral, multimedia)

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

**Contents****Thematic structure of the course:****Module 1. Preparation for business planning process**

1. Developing The Industry &amp; Market Analysis Sections of The Business Plan

2. Establishing Competitive Strategy &amp; Organizational Structure

3. Outlining &amp; Creating the Mechanical Sections

4. Startup Funding and Business Finance

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

5. An Entrepreneur – Executive Infrastructure Development

6. Financial Management Issues

7. Marketing, Promoting, and Presenting Business Plan

8. The Strategic Planning Process

**Literature***Ukrainian track***Compulsory reading**

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

**Recommended reading**

1. Дикань О.В. Розвиток малого бізнесу в Україні: проблеми та шляхи забезпечення / О.В. Дикань // Вісник економіки транспорту і промисловості. – 2017. – № 57. – С. 58-66.
2. Кваша О.С., Фоміна В.В. Бізнес-планування у діяльності організації: європейські стандарти, основні методологічні підходи та базові процедури / О.С. Кваша, В.В. Фоміна // Економіка і суспільство. – 2017. – № 12. – С. 268-275.
3. Лаврів Л.А. Бізнес-планування у діяльності організації: базові процедури та основні методичні підходи / Л.А. Лаврів // Інноваційна економіка. – 2013. – № 10. – С. 104-111.
4. Масловська М.В., Перевозчикова Н.О. Особливості процесу бізнес-планування в сучасних умовах розвитку України / М.В. Масловська, Н.О. Перевозчикова // Ефективна економіка. – 2013. – № 11 [Електронний ресурс]. – режим доступу: <http://www.economy.nayka.com.ua/?op=1&z=2474>.
5. Методичні рекомендації з розроблення бізнес-планів інвестиційних проектів: наказ державного агентства України з інвестицій та розвитку від 31.08.2010 № 73 [електронний ресурс]. – режим доступу: <http://zakon.nau.ua/doc/?uid=1041.39798.0>.
6. Толстова А.В., Кібальчич С. С. Проблеми розвитку малого бізнесу в Україні / А.В. Толстова, С.С. Кібальчич // Вісник економіки транспорту і промисловості. – 2017. – № 60. – С. 56-62.
7. Форд Б. Руководство Ernst & Young по составлению бизнес-планов / Б. Форд, Д. Бористайн, П. Пруэтт. – М.: Альпина Паблишер, 2010. – 264 с.

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

*English track*

**Compulsory reading**

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

**Recommended reading**

1. Barrow C., Barrow P., Brown R. (2012). *The Business Plan Workbook* 7th ed. — Kogan Page, 352 p.
2. Barrow C., Barrow P., Brown R. (2008). *The Business Plan Workbook: The Definitive Guide to Researching, Writing up and Presenting a Winning Plan*. Kogan Page, 384 p. – 6th ed.
3. Berry T. (2008) *Plan-as-You-Go Business Plan*. Entrepreneur Press, 288 pages
4. Brown Brian B. (2006). *The Easy Step by Step Guide to Writing a Business Plan and Making It Work*. Rowmark, 2006, 128 p

<i>MANAGEMENT AND ADMINISTRATION (OPERATIONAL MANAGEMENT)</i>				
<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	6/14 weeks, 45 hours in class	7 / Mandatory (1/ Course paper)	Olha Yevtushenko, Ph.D. (Candidate of Science),, Associate Professor	180 hours (28 h. lecture, 28 h. tutorials, 124 h. self study time)
<b>Course aims:</b> The aim of the is to form future managers operating development strategies, skills to create use specialized subsystems acting as basis the organization's goals				
<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) acquire knowledge and skill of fundamental management concepts and learn from professionals how to apply them;		Lecture, lecture by guest speaker, self-study activities, workshop, internet search	Participation in the discussion, essay, test (CAS)	
2) identify the internal and external factors and organisation strength that managers may confront in their daily work, examine the functions of management: such as planning, organising, leading, controlling, and decision making;		Practical classes, self-study activities, internet search, case study in small groups, business game, solving problems	Practical skills assessment, case study presentation, solving problems, participation in the business game (CAS)	
3) identify the key competencies require to effective manager;		Lecture by guest speaker, self-study activities, workshop, internet search, business game, solving problems	Practical skills assessment, case study presentation, solving problems (CAS)	
4) demonstrate critical thinking when presented with managerial problems		Practical classes, self-study activities, internet search, case study in small groups, business game, solving problems	Practical skills assessment, case study presentation, solving problems, peer small group presentation (CAS)	
Learning outcomes 1-3			Mid-term control: tests, mini case (CAS)	
Learning outcomes 1-4			Course paper	

Learning outcomes 1-4		(FAC) Final exam (FAC)
<p><b>Assessment</b>  <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>  <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b>  <b>60% Continuous assessment:</b>  5% Participation in the business game  5% Test (multiple choice, computer)  5% Essay (written)  5% Practical skills assessment  10% Solving problems  10% Presentation (oral, multimedia)  20% Mid-term control (computer multiple choice tests, mini case)</p>		
<b>Contents</b>		
<p><b>Thematic structure of the course:</b>  <b>Module 1.</b> Operations Management as a kind of functional management  Introduction of Operations Management  Operating strategy  The operating system of organization  Operating activities: resources, processes and results  <b>Module 2.</b> Managing the design of the operating system  Product design and formation of the production program  Design capacity  Managing the current functioning of the operating system  Quality management and performance of management operations  Project management  Upgrading of operating systems</p>		
<p><b>Literature</b></p> <p><i>Ukrainian track</i></p> <p><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Васильков В.Г. Організація операційної діяльності підприємства [Електронний ресурс]: підручник / В.Г. Васильков, Н.В. Василькова. – К.: КНЕУ, 2015. – 502 с.</li> <li>2. Капінос Г.І. Операційний менеджмент [текст]: навч. посіб. / Г.І. Капінос, І.В. Бабій. – К.: «Центр учбової літератури», 2013. – 352 с.</li> <li>3. Найджел Слак, Стюарт Чеймберс, Роберт Джонстон. Организация, планирование и проектирование производства. Операционный менеджмент: перевод с 5-го английского издания. – Москва: Инфра-М, 2014. – 789 с.</li> <li>4. Ратушняк О.Г. Операційний менеджмент: електрон. навч. посібник / О.Г. Ратушняк. – Вінниця: ВНТУ, 2016. – 243 с.</li> </ol> <p><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Операційний менеджмент: практикум / О.М. Овдіюк, М.М. Тимошенко, А.М. Пивовар, П.В. Пивовар. – Житомир: ЖНАЕУ, 2015. – 156 с.</li> <li>2. Стратегія підприємства [Електронний ресурс]: навч. посіб. / А.П. Наливайко, Н.М. Гаращенко, Є.В. Прохорова; за заг. та наук. ред. д.е.н., проф., засл. діяча науки і</li> </ol>		

техніки України А. П. Наливайка. – К.: КНЕУ, 2016. – 485 с.

3. Чорна М.В., Смірнова П.В., Бугріменко Р.М. Управління витратами: навч. посіб. / М.В. Чорна, П.В. Смірнова, Р.М. Бугріменко, 2017. – 166 с.

4. Яковлєв А.І. [та ін.]; ред. А.І. Яковлєв, С.П. Сударкіна, М.І. Ларка Організація виробництва: підручник. Харківський політехнічний ін-т, нац. техн. ун-т. – Харків: НТУ «ХПІ», 2016. – 436 с.

#### *English track*

#### **Compulsory reading**

1. Anderson Mary Ann et al. (2013). *Operations Management For Dummies*, John Wiley & Sons, 384 p.

2. Bendoly E., van Wezel W., Bachrach D.G. (eds.) (2015). *The Handbook of Behavioral Operations Management: Social and Psychological Dynamics in Production and Service Settings*, Oxford University Press, 448 p.

3. Cachon G., Terwiesch Ch. (2016). *Operations Management McGraw-Hill Education*, 769 p.

4. Chiarini A. (Ed.) (2015). *Sustainable Operations Management: Advances in Strategy and Methodology*, Springer, 224 p.

5. Daim T., Pilkington A. (Eds.) (2018). *Innovation Discovery: Network Analysis of Research and Invention Activity for Technology Management*, World Scientific Publishing, 651 p.

6. Krajewski L., Ritzman L., Malhotra M. (2013). *Operations Management: Processes and Supply chains*, 10th ed — Harlow: Pearson, 675 p.

7. Liyanage J.P., Uusitalo T. (eds.) (2017). *Value Networks in Manufacturing: Sustainability and Performance Excellence*, Springer, 323 p.

#### **Recommended reading**

1. Ailawadi K., Farris P. (2020). *Getting Multi-Channel Distribution Right*, Wiley, 365 p.

2. Andriole S.J. (2009). *Best practices in business technology management*, Auerbach Publications, 344 p.

3. Baker K., Trietsch D. (2019). *Principles of Sequencing and Scheduling*, 2nd Edition. — Wiley, 638 p.

4. Banfield R., Eriksson M., Walkingshaw N. (2017). *Product Leadership: How Top Product Managers Launch Awesome Products and Build Successful Teams*, O'Reilly, 248 p.

5. Brennan L. (2010). *The 36-Hour Course: Operations Management*, McGraw-Hill, 2010. – 256 p.

6. Burtonshaw-Gunn S.A. (2010). *Essential Tools for Operations Management: Tools, Models and Approaches for Managers and Consultants*, Wiley, 165 p

7. Cachon C., Terwiesch C. (2013). *Matching Supply with Demand: An Introduction to Operations Management*, 3rd ed — New York: McGraw-Hill, 526 p.

8. Heizer J., Render B. (2012). *Operations Management (Flexible edition)*, 10th ed — New Jersey: Pearson, 696 p.

9. Kiran D.R. (2020). *Work Organization and Methods Engineering for Productivity*, Butterworth-Heinemann, 341 p

<b>MANAGEMENT AND ADMINISTRATION (HR MANAGEMENT)</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian English	4 / 14 weeks, 28 hours in class	5 / Mandatory	Volodymyr Momot, Doctor of Science, Full Professor	150 hours (28 h. lectures, 14 h. seminars/practical, 108 h. self-study time)
<p><b>Course aims:</b> The aim of the course is to form theoretical knowledge and practical skills in developing and implementing personnel policies in modern organizations, of employees rational selection of employees for positions, evaluation and development of employees and their purposeful use.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, the students should be able to:				
1. Identify the key areas of human resources;		Lecture, seminars, discussion, Internet search, self-study activities		Participation in the discussion, essay, test (CAS)
2. Understand the strategic role of human resources;		Discussion, case study in small groups		Participation in the discussion, peer small group presentation (CAS)
3. Identify total compensation and benefits packages;		Discussion, case study in small groups		Participation in the discussion, peer small group presentation (CAS)
4. Evaluate training and career development within a company;		Problem lecture, case study in small groups		Peer small group presentation (CAS)
5. Identify the key factors in workforce planning;		Role play		Participation in the role play (CAS)
6. Understand the relationship in human resource area;		Problem lecture, case study in small groups, discussion		Participation in the discussion, peer small group presentation (CAS)
7. Identify corporate human resource partners;		Role play		Participation in the role play (CAS)
8. Apply the tools and theories of optimising enterprise effectiveness.		Lecture, seminars, discussion, Internet search, self-study activities		Participation in the discussion, essay, test (CAS)
<b>Assessment</b>				



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

- 30% Participation in the discussion
- 20% Participation in the role play
- 20% Test
- 10% Essay (written)
- 20% Presentation (oral, multimedia)

**Contents**

The perspective of HRM  
Human Resources Planning  
Acquiring Human Resources  
Human Resources Training and Development  
Career Planning. Personal selection and placement  
Performance Management System  
Compensation Management  
Motivation. Productivity Management  
Retirement/Separation

**Literature**

*Language of teaching Ukrainian*

**Compulsory reading**

1. Управління персоналом та економіка праці [Текст]: [учб. посіб.] / [М. І. Погорелов та ін.]; за ред. проф. Погорелова М. І. [та ін.]; Нац. техн. ун-т "Харків. політехн. ін-т". - Харків: Щедра садиба плюс: НТУ "ХП", 2015. - 521 с.
2. Гавриш О.А. Технології управління персоналом. Монографія. / О.А. Гавриш, Л.Є. Довгань, І.М. Крейдич, Н.В. Семенченко. — Київ: НТУУ КПІ імені Ігоря Сікорського, 2017. — 528 с.
3. Управління персоналом [Текст]: підручник / Шубалий О. М. [та ін.]; за ред. д-ра екон. наук, проф. Шубалого О. М.; Луц. нац. техн. ун-т. - Луцьк: ІВВ Луцького НТУ, 2018. - 403 с.
4. Криворучко О.М. Управління персоналом підприємства [Текст]: навч. посіб. для студентів ВНЗ спец. "Менеджмент організацій і адміністрування" / О. М. Криворучко, Т. О. Водолажська; Харків. нац. автомоб.-дорож. ун-т. - Харків : ХНАДУ, 2016. - 200 с.

**Recommended reading**

1. Стрельбіцький П.А. Управління персоналом [Текст]: конспект лекцій: навч. посіб. / П. А. Стрельбіцький, О. В. Рарок, Л. А. Рарок; Кам'янець-Поділ. нац. ун-т ім. Івана Огієнка, Екон. ф-т, Каф. упр. персоналом і економіки праці. - Кам'янець-Подільський: Сисин Я. І., 2015. - 177 с.
2. Управління персоналом в умовах знаннєвої економіки [Текст]: колект. монографія / [Зайцева О. І. та ін.; під ред. д-ра екон. наук, проф. Г. Г. Савіної]; Херсон. нац. техн. ун-т. - Херсон: Вишемирський В. С., 2019. - 129 с.
3. Залюбінська Л.М. Управління персоналом [Текст]: підруч. для студентів ВНЗ / Л. М. Залюбінська, М. Л. Скорик; Одес. нац. ун-т ім. І. І. Мечникова, Ін-т математики, економіки та механіки. - Одеса: ОНУ, 2016. Ч. 2. - 2017. - 558 с.
4. Управління персоналом [Текст]: навч.-метод. посіб. / [уклад.: Дяків О. П., Островерхов В. М.]; Тернопіл. нац. екон. ун-т. - Тернопіль: ТНЕУ, 2018. - 287 с.
5. Ходаківський Є.І., Богоявленська Ю.В., Грабар Т.П. Психологія управління. 5-те вид. перероб. та доп. / Є.І. Ходаківський, Ю.В. Богоявленська, Т.П. Грабар. — К.: Центр учбової

літератури, 2016. — 492 с. — ISBN 978-617-673-462-8.

6. Mondy R.W., Martocchio J.J. (2016). *Human Resource Management*. 14th Global ed. — Pearson, 2016. — 432 p.

*Language of teaching English*

**Compulsory reading**

1. Armstrong, M. Taylor S. (2014). *Armstrong's Handbook of Human Resource Management Practice*. 13th ed., Kogan Page, 880 p.

2. Mondy R.W., Martocchio J.J. (2016). *Human Resource Management*. 14th Global ed., Pearson, 432 p.

**Recommended reading**

1. Azmi F. (2019). *Strategic Human Resource Management, Volume 1: Text and Cases*. Cambridge University Press, 341 p.

2. Foot M., Hook C., Jenkins (2018). A. *Introducing Human Resource Management*. Pearson, 499 p.

3. Stout, L.W. (2006) *Time for a Change*. Destiny Image Publishers, Inc.

4. Stewart G., Brown K.G. (2010). *Human Resource Management*. Wiley, 664 p.

<i>BUSINESS PROCESS MANAGEMENT TOOLS (CONTROLLING)</i>				
<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	7/14 weeks, 42 hours in class/	4.5 / Mandatory	Zhanna Piskova, PhD (Candidate of Science), Associate Professor	135 hours (28 h. lecture, 14 h. tutorials, 93 h. self study time)
<b>Course aims:</b> The aim of the discipline is to form in the knowledge management system of the enterprise system based on controlling				
<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. know and understand MC issues, including its problems and difficulties		Lecture, tutorials, self-study activities		Participation in the discussion (CAS)
2. be updated in recent developments and debates in MC		Self-study activities, internet search		Participation in the discussion, essay, test (CAS)
3. be insight in and understanding of the philosophy behind MC methods		Practical classes, self-study activities		Practical skills assessment, Essay, test (CAS)
4. critically analyse both older and newer MC methods and their effects in organizations		Practical classes, self-study activities		Practical skills assessment, Essay, test (CAS)
5. take part in the design and use of the management control system in organizations		Case study, case study in small groups, solving problems, brainstorming		Practical skills assessment, solving problems (CAS)
6. do empirical studies of MC in practice as well as to present these findings in a well-written thesis		Self-study activities, internet search, writing a research paper		Review article, student reports assessment (CAS)
Learning outcomes 1-4				Mid-term control: tests, mini case (CAS)
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 10% Participation in the discussion 20% Practical skills assessment 10% Test (multiple choice, computer) 10% Essay (written) 20% Student reports assessment 30% Mid-term control (computer multiple choice tests, mini case)				

## Contents

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

#### **Module 1. Key aspects and trends in controlling**

- 1) The Concept, functions, objectives and main tools of Corporate Controlling; Economic analysis as a key tool in controlling of the company.
- 2) Methodological aspects of the assessment of the financial and economic situation of the company.
- 3) Financial controlling.
- 4) Project Controlling - its objectives, instruments; The Institutionalization of project controlling

#### **Module 2. Diagnosis and analysis**

- 1) The implementation of controlling in company
- 2) The management of processes and its controlling
- 3) The Controlling system and its dependence on corporate activities and structure of the enterprise
- 4) The possibilities of applying the ABC method

## Literature

### *Ukrainian track*

#### **Compulsory reading**

1. Бородушко И. В., Васильева Е. К. Стратегическое планирование и контроллинг. СПб. : Питер, 2006. 192 с.
2. Брітченко І.Г., Князевич А.О. Контролінг : навч. посіб. / І. Г. Брітченко, А.О.Князевич. –Рівне : Волинські обереги, 2015. –280с.
3. Маркіна І.А. Контролінг для менеджерів: навч. посіб: К.: «ЦУЛ», 2013. 304 с.
4. Петренко С.Н. Л.А. Контроллинг – основа управления бизнесом / Л.А Сухарева, С.Н. Петренко – К.: Эльга, Ника-Центр, 2004. – 328 с.
5. Фольмут Х.Й. Инструменты контроллинга от А до Я: /Пер. с нем. / Под ред. и с предисл. М.Л. Лукашевича и Е.Н. Тихоненковой. –М.: Финансы и статистика, 1998. – 288 с.
6. Яковлев Ю.П. Контролінг на базі інформаційних технологій: Навчальний посібник. / Ю. П. Яковлев. – К.: Кондор, 2008. – 318 с.

#### **Recommended reading**

1. Альошин С. Ю. Концептуальні основи управління інноваційним розвитком промислового підприємства на засадах контролінгу. Науковий вісник Полтавського університету економіки і торгівлі. 2014. № 2 (64). С. 114–119.
2. Карцева В. В. Систематизація інструментарію контролінгу на підприємстві: теоретичний аспект. Збірник наукових праць Національного університету державної податкової служби України. 2010. № 1. С. 118–127.
3. Кроніковський Д. О. Комбінація сучасних інструментів аналізу, діагностування та передбачення для побудови ефективної системи контролінгу. Академічний огляд. 2015. № 1 (42). С. 61–67.
4. Куцик П. О., Остап'юк Н. А. Організація оперативного та стратегічного контролінгу в умовах інтегрованої системи обліку. Технологічний аудит та резерви виробництва. 2017. № 3. С. 24–29.
5. Мочона Л. Г. Аналіз та вибір інструментарію оперативного контролінгу на підприємстві. Бізнес Інформ. 2015. № 8. С. 288–296.
6. Семенов Г. А., Таран Н. В. Контролінг, як база обґрунтування й прийняття управлінських рішень. Вісник економічної науки України. 2010. №1. С. 154–159.

7. Цигилик І.І., Мозіль О.І., Кірдякіна Н.В. Контролінг в системі управління. Актуальні проблеми еко-номіки. 2015. № 3. С. 117–123.

*English track*

**Compulsory reading**

1 Merchant K., Van der Stede W., (2019). *Management Control Systems: Performance Measurement, Evaluation and Incentives*, 4th Edition. — Pearson Education, 848 p.

2. Janice M. Roehl-Anderson and Steven M. Bragg (2004). *The chapters in this book first appeared in Controllorship: The Work of the Managerial Accountant*, 7th edition, John Wiley & Sons, 460 p.

3. Zhang Xianzhi. (2015). *Standards for Enterprise Management Control (Understanding China)*, Springer, 166 p.

**Recommended reading**

1. Fiedler, [Rudolf](#). (2016). *Controlling von Projekten: Mit konkreten Beispielen aus der Unternehmensspraxis - Alle Aspekte der Projektplanung, Projektsteuerung und Projektkontrolle (German Edition)* (German) 5., erw. Aufl. , 240 p.

2. Reichmann, Thomas *Concepts of Management Control, Controllorship, and Ratios*, Springer, 1997. — 338 p.

*MANAGEMENT OF ENTERPRISE'S FOREIGN ECONOMIC ACTIVITY*

<b>Language of teaching</b>	<b>Semester/ Duration</b>	<b>ECTScredits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	7/14 weeks, 42 hours in class	4.5 / Elective	OleksandrZadoia, Ph.D. (Candidate of Science), Associate Professor	135 h. (28 h. lectures, 14 h. tutorials, 93 h. self-study time)

**Course aims:**

The purpose of the discipline is the acquisition by applicants of the theoretical foundations of foreign economic activity (FEA); the acquisition of systemic knowledge and skills in regulating foreign economic activity and ensuring its functioning at the enterprise level.

<b>Learning outcomes</b>	<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:		
1) analyse and evaluate trends, contradictions in defining the main directions of foreign economic activity for enterprises of different ownership forms, which are the subjects of foreign economic activity;	Lecture, interactive lecture, practical classes, debate, panel discussion	Participation in the discussion, debates, practical skills assessment test (multiple choice, computer) (CAS)
2) analyze and correctly choose the basic terms of delivery of "Incoterms 2020" at the conclusion of a foreign economic agreement; to know the basic rules and points of concluding a supply contract;	Lecture, case study discussion, self-study activities	Participation in the discussion, quizzes (CAS)
3) assess the market situation and draw the appropriate conclusions based on the analysis of the state's monetary policy and the regulatory framework regarding the regulation of the foreign economic activity of the enterprise;	Lecture, case study in small groups, quiz	Essay, case study presentation (CAS)
4) understand the mechanisms of customs and tariff and non-tariff regulation of foreign economic activity; to use methodological and methodical methods of determining the fee for customs clearance of goods, customs value of goods, customs duties, taxes in the field of foreign economic activity;	Problem lecture, discussion, solving calculative tasks	Participation in the discussion, making calculations and explanation of results, test (CAS)
5) form packages of documents for obtaining licenses in the field of foreign economic activity and to organize the implementation of settlements in foreign currency by the	Lecture, tutorials, panel discussion	Participation in the discussion, oral answers to questions, tests (CAS)

<p>enterprise;</p> <p>6) work with monographic, reference and encyclopedic, statistical, electronic sources of socio-economic orientation;</p> <p>Learning outcomes 1,2,4</p> <p>Learning outcomes 1-6</p>	<p>Problem lecture, internet search, self-study activities, role play</p>	<p>Participation in the role play, peer small group presentation, student reports assessment (CAS)</p> <p>Mid-term control: Test (multiple choice, computer, mini case (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 (1 written assignment, which includes the calculation of all necessary payments for the supply of goods under a certain condition of delivery “Incoterms-2020”)</b></p> <p><b>60% Continuous assessment:</b></p> <p>5% Participation in the role play</p> <p>10% Essay (written)</p> <p>15% Test (multiple choice, computer)</p> <p>5% Calculative tasks (written)</p> <p>5% Answers (oral)</p> <p>20% Mid-term control (computational exercises, mini case)</p>		
<p><b>Contents</b></p>		
<p><b>Thematic structure of the course:</b></p> <p><b>Module 1. Foreign economic activity: subjects, objects, indicators.</b></p> <p>1) Foreign economic activity and its role in the development of the national economy;</p> <p>2) The main indicators of foreign trade development in Ukraine;</p> <p>3) Foreign economic policy. State management of foreign economic activity.</p> <p><b>Module 2. FEA regulation mechanism.</b></p> <p>4) Customs and tariff regulation of foreign economic activity;</p> <p>5) National taxes in the field of foreign economic activity;</p> <p>6) Non-tariff regulation of foreign economic activity;</p> <p>7) Currency regulation of foreign economic activity in Ukraine;</p> <p>8) Foreign economic activity of enterprises on the territory of free economic zones.</p>		
<p><b>Literature</b></p> <p><i>Ukrainian track</i></p> <p><b>Compulsory reading</b></p> <p>1. Гребельник О.П. Основи зовнішньоекономічної діяльності: Підручник. / Гребельник О.П. – К.: Центр навчальної літератури, 2008. – 432 с.(базовий підручник)</p> <p>2. Управління зовнішньоекономічною діяльністю: навчальний посібник [Електронний ресурс]. / Г.Я. Глуха, О.А. Задоя, О.А. Євтушенко, Е.М. Лимонова. – Дніпро: Університет імені Альфреда Нобеля, 2019. – 156 с. – Режим доступу: <a href="https://ir.duan.edu.ua/handle/123456789/1856">https://ir.duan.edu.ua/handle/123456789/1856</a> - вільний. Мова укр.</p> <p>3. Дахно І. Зовнішньоекономічна діяльність: навч. пос./ І. Дахно, В. Алієва-Барановська. – Київ: Центр навчальної літератури, 2018. – 356 с.</p> <p>4. Зовнішня торгівля України: митна статистика (1991–2016 роки) / За ред. П.В. Пашко. – Київ: Знання, 2018. – 695 с.</p>		

5. Хрупович С.Є. Зовнішньоекономічна діяльність підприємства: навчальний посібник для студентів усіх форм навчання напряму підготовки 6.030504 «Економіка підприємства», спеціальності: 076 «Підприємництво, торгівля та біржова діяльність» / Світлана Хрупович. – Тернопіль, 2017.- 137 с.

#### **Recommended reading**

1. Зовнішньоекономічна діяльність підприємства [Текст] : навчальний посібник / за заг. ред. д.е.н. Ю.Є. Петруні. – Дніпропетровськ : Університет митної справи та фінансів, 2015. – 331 с.

2. Тюріна Н.М. Зовнішньоекономічна діяльність підприємства: навч. посіб. / Н.М. Тюріна, Н.С. Карвацка. – Київ: Центр учбової літератури, 2013. – 408 с.

3. Чернишова Л.О. Зовнішньоекономічна діяльність підприємства: практикум: навч. посібник / Л.О. Чернишова, В.О. Козуб, Л.Л. Носач, К.Ю. Величко, О.І. Печенка. – Х.: «Видавництво «Форт», 2017. – 238.

#### *English track*

#### **Compulsory reading**

1. Deresky H.(2008). International management: managing across borders and cultures. Text and Cases. Pearson: Prentice Hall.

2. Gopal C. Rama (2008). Import Export Procedures, Documentation and Logistics / (Inclusive of Latest Computerised Customs Clearance Procedures) - New Age International, 2008. - 232 p.

3. Seyoum Belay (2009). Export-Import Theory, Practices, and Procedures / Second Edition. — Routledge, 2009. — 677 p.

#### **Recommended reading**

1. Bhogal Tarsem, Trivedi Arun (2019). Trade Finance: A Pragmatic Approach / 2nd edition. — Palgrave Macmillan, 2019. — 364 p. — (Finance and Capital Markets Series). — ISBN-10 303024539X; ISBN-13 978-3030245399.

2. Christensen B.J., Kowalczyk C. (Eds.) (2017). Globalization: Strategies and Effects / Springer-Verlag, Berlin, Heidelberg, 2017. — 609 p. — ISBN 978-3-662-49500-1.

3. DeRosa David F. (2013). Foreign Exchange Operations: Master Trading Agreements, Settlement, and Collateral / Wiley, 2013. — 400p. — ISBN 978-0470932919.

4. Gannon Martin J., Pillai Rajnandini K. (2015). Understanding Global Cultures: Metaphorical Journeys Through 34 Nations, Clusters of Nations, Continents, and Diversity 6th edition. — Sage Publications, 2015. — 680 p. — ISBN: 1483340074, 9781483340074.

5. Herdgen M. (2016). Principles of International Economic Law / 2nd Edition. — Oxford University Press, 2016. — 552 p. — ISBN/ASIN: 0198790562, ISBN13: 9780198790563

6. Reuvid J. (2004). A Handbook of World Trade: A Strategic Guide to Trading Internationally, 2nd ed, 2004, 453 p. ISBN 0-7494-4143-7, 2nd ed. GMB Publishing Ltd. UK.

7. Sherlock Jim, Reuvid Jonathan. (2008). The Handbook of International Trade: A Guide to the Principles and Practice of Export / 2nd edition. — GMB Publishing Ltd, UK., 2008. — 402 p. — ISBN 978-1-84673-034-4.



<b>MANAGEMENT AND ADMINISTRATION (LEADERSHIP, GROUP DYNAMICS)</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	8/10 weeks, 40 hours in class	4.5 / Mandatory	Olena Lytvynenko, Ph.D. (Candidate of Science), Associate Professor	135 hours (20 hrs. lectures, 20 hrs. seminars/practicals, 95 hrs. self-study time)
<b>Course aims:</b> The purpose of the discipline is to promote the identification and development of leadership qualities of higher education, the formation of general competencies in the use of leadership tools in professional activities, the ability to work in the team, and mastering practical tools for effective team and role distribution, team management as a system.				
<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) demonstrate knowledge of the main stages of formation of the theory of leadership as a scientific discipline, as well as the methodological basis of classical schools and areas;		Lecture, seminars, discussion	Participation in the discussion (CAS)	
2) demonstrate skills of interaction, leadership, teamwork;		Case study in small groups Role play	Participation in the role play (CAS)	
3) make individual and group decisions, offering reasonable solutions to the problem;		Seminars, self-study activity	Essay, test (CAS)	
4) correctly define their leadership style, identify and outline a plan for the development of their team management style;		Lecture, seminars	Presentation (CAS)	
5) successfully use methodological and methodical methods of studying the effectiveness of activities and design of organizations;		Problem lecture, case study in small groups Role play	Peer small group presentation, participation in the role play (CAS)	
6) identify and outline a plan for the development of their team management style;		Problem lecture, discussion	Participation in the discussion (CAS)	
7) determine the factors shaping the image and culture of the organization;		Lecture, seminars	Presentation (CAS)	
8) determine the readiness to form teams.		Role play	Participation in the role play (CAS)	
Mid-term control: 1-8			Tests, mini case (CAS)	

## Assessment

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

- 20% Participation in the discussion
- 20% Participation in the role play
- 20% Essay (written)
- 10% Tests
- 30% Presentation

## Contents

1. The problem of leadership in modern management
2. Leadership in organizations
3. Pre-scientific theories of leadership
4. Situational theories of leadership
5. Leadership as a mission
6. Leadership and teamwork in the organizations
7. Group dynamics in the organizations

## Literature

*Language of teaching Ukrainian*

### Compulsory reading

1. Комарова К.В. Лідерство: навчальний посібник для студентів вищих навчальних закладів. / К.В. Комарова, С.П. Коляда. - Дніпро: 2017. – 452 с.
2. Морозов, В. В. Формування, управління та розвиток команди проекту (поведінкові компетенції) : навч. посіб. / В. В. Морозов, А. М. Чередніченко, Т. І. Шпильова. – К. : Таксон, 2009. – 464 с.
3. Максвелл Дж. Розвину лідера у собі / Пер. з англ.. Н.Гербіш. – К.: Брайт Стар Паблішинг, 2013. – 184 с.
4. Нестуля О.О. Основи лідерства. Тренінг лідерських якостей та практичних навичок менеджера: навч. посіб. / О.О.Нестуля, В.В.Карманенко. – К.: Знання, 2013. – 287 с.
5. Сергеева Т.В., Дорін Фестеу, Гейл Роунтрі. Лідерство і командна робота: Навчальний посібник. – Харків: ХНУБА, 2014. – 124 с.  
[http://startup.sumdu.edu.ua/wpcontent/uploads/2017/11/IDP\\_Leadership\\_ua\\_d.pdf](http://startup.sumdu.edu.ua/wpcontent/uploads/2017/11/IDP_Leadership_ua_d.pdf)
6. Скібіцька Л. І. Лідерство та стиль роботи менеджера : навч. посіб. – К. : ЦУЛ, 2009. – 192 с.
7. Теорія і практика формування лідера: навчальний посібник / О.Г. Романовський, Т.В. Гура, А.Є. Книш, В.В. Бондаренко – Харків, 2017 р. – 100 стор.  
[http://repository.kpi.kharkov.ua/bitstream/KhPIPress/31806/1/Romanovskyi\\_Teoriia\\_i\\_praktyka\\_formuvanni\\_a%20lidera\\_2017.pdf](http://repository.kpi.kharkov.ua/bitstream/KhPIPress/31806/1/Romanovskyi_Teoriia_i_praktyka_formuvanni_a%20lidera_2017.pdf)

### Recommended reading

1. Адаир Дж. Джон Адаир о менеджменте и лидерстве: [пер. с англ.] / Дж. Адаир. – М.: Эксмо, 2007. – 208 с.
2. Айзексон У. Стив Джобс. – М.: Астрель, 2012. – 688 с.
3. Батушан В. Політичне лідерство в контексті державного управління: історичний досвід / В. Батушан // Вісн. Нац. акад. держ. управління при Президенті України. – 2009. – № 4. – С. 213-221.
4. Беляцкий Н.П. Основы лидерства: учебник / Н.П.Беляцкий. – Минск: БГЭУ, 2006. –

268 с.

5. Блэклок Дж. Технологии командной игры: руководство для лидера / Дж. Блэклок, Э.Джекс. – М.: Изд. дом Гребенникова, 2008. – 232 с. 7. Бойнтон Э. Виртуозные команды. Команды, которые изменили мир / Э. Бойнтон, Б.Фишер. – М: Претекст, 2008. – 265 с. Лі Цзиці. Лідерські якості менеджерів: вектори успіху / Лі Цзиці. - Київ: Центр учбової літератури, 2018. — 184 с. 1. Оуэн Х., Ходжсон В., Газзард Н. Призвание – лидер: Полное руководство по эффективному лидерству / Пер. с англ. – Днепропетровск: Баланс Бизнес Букс, 2005. – 384 с. Фарсон Р., Кейес Р. Парадоксы лидерства. Выигрывает тот, кто делает больше ошибок / Пер. с англ. – М.: ООО ИД «София», 2006. – 160 с.

6. 7 нот менеджмента. Настольная книга руководителя / под ред. В.В.Кондратьева. – М.: Эксмо, 2008. – 976 с.

7. Gutmann Martin (ed.) (2019). *Historians on Leadership and Strategy: Case Studies from Antiquity to Modernity*, Springer, 282 p.

### *Language of teaching English*

#### **Compulsory reading**

1. Gutmann Martin (ed.) (2019). *Historians on Leadership and Strategy: Case Studies from Antiquity to Modernity*, Springer, 282 p.

2. Thomas M. (2003). *Mastering People Management: Build a successful team - motivate, empower and lead people*. Financial Times, Prentice Hall, 241 p.

#### **Recommended reading**

1. Charteris-Black Jonathan (2006). *The Communication of Leadership: The Design of Leadership Style*, Routledge, 250 p.

2. Harrison E. Bruce, Mulhberg Judith (2014). *Leadership Communications: How Leaders Communicate and How Communicators Lead in Today's Global Enterprise*, Business Expert Press, 300 p.

3. Renz D.O. *The Jossey-Bass* (2016). *Handbook of Nonprofit Leadership and Management*, Wiley, 809 p.

<i>MANAGEMENT AND ADMINISTRATION (ORGANIZATIONAL CULTURE)</i>				
<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	7 / 14 weeks, 56 hours in class	6 / Mandatory	Olena Lytvynenko, Ph.D. (Candidate of Science), Associate Professor	180 hours (28 h. lectures, 28 h. seminars, 124 h. self-study time)
<p><b>Course aims:</b>            The aim of the course is to examine the nature and characteristics of corporate culture in the company; lay the foundation skills of practical application of enterprise culture, creating culture of business tools, project and programs development and ensuring the effective functioning of the corporate culture in a dynamic marker environment; learn domestic and foreign experience of the application of corporate culture principles</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 the completion of the course, students will be able to:				
1) describe the elements of organizational culture.		Lecture, tutorials	Test (CAS)	
2) discuss the importance of organizational subcultures		Problem lecture, discussion	Participation in the discussion, (CAS)	
3) know categories of artefacts through which corporate culture is communicated.		Internet search, self-study activities	Student reports assesment (CAS)	
4) identify three functions of organizational culture.		Case-study, Internet search, self-study activities	Case study presentation, test (CAS)	
5) discuss the conditions under which cultural strength prevails		Problem lecture, case study in small groups	Presentation (CAS)	
6) improve corporate performance.		Problem lecture, discussion	Participation in the discussion, tests (CAS)	
7) discuss the effect of organizational culture on business ethics.		Internet search, self-study activities	Student reports assesment (CAS)	
8) compare and contrast four strategies for emerging organizational cultures.		Case-study, Internet search, self-study activities	Case study presentation, test (CAS)	
9) identify five strategies to strengthen an organization's culture.		Lecture, tutorials, case-study, Internet search	Peer small group presentation, tests (CAS)	
<b>Contents</b>				
<b>Thematic structure of the course:</b>				
1) The concept of organizational culture. Origin of organizational study field				

- 2) Theories of organizational culture
- 3) Sociological paradigms and organizational analysis
- 4) Functionalism and interpretivism in organizational culture studies
- 5) Functionalist organizational culture studies. Organizational culture and national culture
- 6) Methodological issues in cross-cultural management research
- 7) The interpretive paradigm and the study of organizations
- 8) Organizational symbolism
- 9) Integration, differentiation and fragmentation as three perspective approaches to organizational culture analysis

#### **Assessment**

#### **Assessment**

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

- 10% Participation in the discussion
- 10% Student reports assessment
- 20% Test (multiple choice, computer)
- 60% Presentation (oral, multimedia), case study presentation

#### **Literature**

#### *Ukrainian track*

#### **Compulsory reading**

1. Семикіна М.В. Корпоративна культура в системі соціально-трудоу відносин [Текст] : [монографія] / Семикіна М. В., Беляк Т. О. ; Центральнoукр. нац. техн. ун-т. - Кропивницький : КОД, 2018. - 247 с.
2. Организационная культура: учебник и практикум для академического бакалавриата / В. Г. Смирнова [и др.]; под редакцией В. Г. Смирновой. – Москва : Издательство Юрайт, 2019. – 306 с.
3. Корпоративна культура: міжнародний та трансформаційний аспекти : монографія [Електронний ресурс] / І. П. Отенко, М. І. Чепелюк. – Харків : ХНЕУ ім. С. Кузнеця, 2018. – 243 с
4. Фарат О. В. Корпоративна культура і фінансова грамотність у сфері міжнародних трансферних відносин [Електронний ресурс] : ел. навч. посіб. / О. В. Фарат. - Львів : Вид-во Львівської політехніки, 2019

#### **Recommended reading**

1. Литвиненко О.М. Вплив особливостей бізнесу на розгалуження корпоративної культури по рівням управління організацією /Європейський вектор економічного розвитку. – Вип. 2 (27). – 2019. – с. 71-83
2. Фокіна-Мезенцева К. В. Корпоративна культура – чинник здобутку в підприємницькій діяльності / К. В. Фокіна-Мезенцева // Бізнес-навігатор. - 2018. - Вип. 6. - С. 131-135
3. Дюк О. М. Дослідження сутності та змісту поняття "корпоративна культура підприємства" в сучасних умовах розвитку / О. М. Дюк // Економічний вісник Запорізької державної інженерної академії. - 2018. - Вип. 5. - С. 99-103
4. Турчик І. В. Професійна та корпоративна культура керівника закладу освіти / І. В. Турчик // Педагогічний пошук. - 2018. - № 4. - С. 22–27

#### **Internet resources**

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

#### *English track*

### **Compulsory reading**

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

### **Recommended reading**

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

<i>MANAGEMENT AND ADMINISTRATION ( DECISION MAKING MATHODS AND MODELS)</i>				
<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	7 / 14 weeks, 42 hours in class	5/Mandatory	Volodymyr Momot, Doctor of Science, Full Professor	150 hours (28 hrs. lectures, 14 hrs. seminars, 108 hrs. self study work)
<b>Course aims:</b> The aim of the discipline is to master the theoretical knowledge of managerial decision-making, the tools and methods of training and acquisition of practical skills for the, developing and implementing of managerial decisions				
<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 economic laws and scientific approaches in management decision-making in organizations;		Lecture, tutorials, discussion Role play		Participation in the discussion (CAS) Participation in the role play (CAS)
2) use methodology and basic approaches to decision-making in the management of organizations;		Tutorials, self-study activity		Essay, test (CAS)
3) make managerial decisions to create conditions for their provision of information;		Internet search, self-study activities		Presentation (CAS)
4) make effective management decisions using appropriate methods and models;		Problem lecture, discussion		Participation in the discussion, test (CAS)
5) form on the basis the enterprise on long-term goals, strategic decisions and create conditions for their implementation.		Problem lecture, case study in small groups		Peer small group presentation (CAS)
Learning outcomes 1-3				Mid-term control: tests, mini case (CAS)
Learning outcomes 1-5				Final exam (FAC)
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (5 sets of written assignments, each assignment includes 2 essays and 2 mini cases)</b> <b>60% Continuous assessment:</b> 5% Participation in the role play 5% Test (multiple choice, computer)				

20% Essay (written)  
10% Presentation (oral, multimedia)  
20% Mid-term control (computer multiple choice tests, mini case)

### Contents

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

##### **Module 1. Common tools of decision-making.**

1. Place of management decision in management system;
2. Content and types of management decisions;
3. Technology of management decisions in organizations;
4. Analysis methods of administrative decisions;

##### **Module 2. The leading types of decisions and decision-making methods**

5. Methods of management decisions forecasting;
6. Strategic decisions in the management system;
7. Personnel decisions in the organization;
8. Organization and control of management decisions implementation.

### Literature

#### *Ukrainian track*

##### **Compulsory reading**

1. Петруня Ю.Є. Прийняття управлінських рішень. Навч. пос. реком. МОН України / Ю.Є. Петруня. – К.: ”Центр учбової літератури”, 2020. – 298 с.
2. Филинов-Чернышев, Н. Б. Разработка и принятие управленческих решений : учебник и практикум для вузов / Н. Б. Филинов-Чернышев. – 2-е изд., испр. и доп. – Москва: Издательство Юрайт, 2019. — 324 с.
3. Литвак Б. Г. Разработка управленческого решения. Учебник / Б.Г. Литвак. – 4-е изд., испр. и доп. – М.: Дело, 2019. – 316 с.
4. Фатхутдинов Р.А. Разработка управленческого решения. Учебник для вузов / Р.А. Фатхутдинов. – 7-е изд., испр. и доп. – М.: “Интел-синтез”, 2017. – 456 с.

##### **Recommended reading**

1. Орлов А.И. Теория принятия решения / А.И. Орлов. – М.: Экзамен, 2019. – 316 с.
2. Эддоус М., Стенсфилд Р. Методы принятия решений: Пер. с англ. 3-е изд. / М. Эддоус, Р. Стенсфилд. – М.: Вильямс, 2019. – 437 с.
3. Мескон М. Х., Альберт М., Хедоури Ф. Основы менеджмента / М.Х. Мескон, М. Альберт, Ф. Хедоури. – М.: Вильямс, 2016. – 928 с.
4. Литвак Б. Г. Практические занятия по управлению. Мастер-класс / Б.Г. Литвак. – М.: Экономика, 2015. – 234 с.
5. Фатхутдинов Р.А. Стратегический менеджмент: Учебник / Р.А. Фатхутдинов. М.: Дело, 2018. – 448 с.
6. Кирхлер Э., Шрот А. Принятие решений в организациях / Э. Кирхлер, А. Шрот. – М.: Гуман. Центр, 2019. – 176 с.

#### *English track*

##### **Compulsory reading**

1. Duke, A. (2019). *Making smarter decisions when you don't have all the facts*. NY, NY: Portfolio/Penguin.
2. Ariely, D. (2018). *Predictably irrational: The hidden forces that shape our decisions*. New York, NY: Harper.
3. Lehrer, J. (2019). *How we decide*. Boston: Houghton Mifflin Harcourt.



### **Recommended reading**

1. Tetlock, P. E., & Gardner, D. (2018). *Superforecasting: The art and science of prediction*. London: Rh Books.
2. Hammond, J. S., Keeney, R. L., & Raiffa, H. (2015). *Smart choices: A practical guide to making better decisions*. Boston: Harvard Business Review Press.

<i>MANAGEMENT AND ADMINISTRATION (CHANGE MANAGEMENT)</i>				
<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	8/10 weeks, 40 hours in class/	4,5 / Mandatory	Olha Yevtushenko, Ph.D. (Candidate of Science), Associate Professor	135 hours (20 h. lectures, 20 h. tutorials, 95 h. self-study time)
<b>Course aims:</b> The purpose of formation of future specialists of modern system thinking and a set of special skills, practical knowledge and skills to organize the process of change management				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
1) ability to adapt and act in a new situation; 2) ability to abstract thinking, analysis, synthesis; 3) ability to learn and master modern knowledge 4) demonstrate skills of analysis and adaptation to new conditions, openness to new knowledge; 5) identify opportunities for personal and professional development during change. Learning outcomes 1-5		Tutorials, self-study activity  Lecture, tutorials  Internet search, self-study activities  Problem lecture, case study in small groups  Problem lecture, discussion	Participation in the role play (CAS)  Essay, test (CAS)  Participation in the discussion (CAS) Presentation (CAS)  Role-playing games (CAS)  Peer small group presentation (CAS)  Mid-term control: mini case (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 10% Participation in the discussion 10% Participation in the role play 10% Test (multiple choice, computer) 20% Essay (written) 20% Presentation (oral, multimedia) 30% Mid-term control (computer multiple choice tests, mini case)				
<b>Contents</b>				
<b>Thematic structure of the course:</b> Module 1. The essence and stages of the change management process 1. Management of development and features of processes of organizational changes in modern conditions 2. The concept and strategy of change management				

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

### **Literature**

#### **Ukrainian track**

#### **Compulsory reading**

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

#### **Recommended reading**

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

#### **English track**

#### **Compulsory reading**

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

#### **Recommended reading**

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

Change Management London: Kogan Page Publ., 2007. — 273 p.

4. McMillan Elizabeth. Complexity, Management and the Dynamics of Change  
Routledge, 2008. — 256 p.

5. Tung Portia. The Dream Team Nightmare: Boost Team Productivity Using Agile  
Techniques The Pragmatic Programmers, 2013. — 304 p.

<b>BUSINESS PROCESS MANAGEMENT TOOLS (LOGISTICS)</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
English Ukrainian	8/10 weeks, 40 hours in class	6 / Mandatory (1/ Course paper)	Valentyna Shevchenko, Candidat of Science, Associate Professor	150 hours (20 h. lecture, 20 h. seminars / practicals, 110 h. self-study time)
<b>Course aims:</b> The aim of the course is to form system knowledge and understanding of the conceptual basis of logistics, skills and the ability use modern methods of material and other streams				
<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) analyse typical challenges that business logistics professionals are likely to face and recommend solutions, using critical thinking skills and ethical decision-making models;		Case study, case study in small groups, solving problems, practical classes	Practical skills assessment, case study, solving problems (CAS)	
2) design and implement efficient logistics strategy;		Case study, case study in small groups, solving problems	Practical skills assessment, solving problems (CAS)	
3) know and understand all the components of logistics and supply chain management;		Practical classes, self-study activities, solving problems	Practical skills assessment, solving problems (CAS)	
4) understand and explain the role of Logistics function in the wider context of the firm;		Lecture, practical classes, self-study activities	Participation in the discussion (CAS)	
5) structure logistical systems, explain their different stages and analyse the way they work;		Practical classes, self-study activities	Essay, practical skills assessment, test (CAS)	
6) know and apply different strategies in Logistics Management (e.g. Postponement, Lean Logistics);		Lecture, tutorials, self-study activities	Participation in the role play (CAS)	
7) know the services offered by Logistics service providers and the way these service providers operate;		Lecture, tutorials, self-study activities	Participation in the discussion (CAS)	
8) choose the best storage model for each company depending on their logistics process;		Practical classes, self-study activities, solving problems	Practical skills assessment, solving problems (CAS)	
9) identify storage, maintenance and handling systems required in different logistic situations;		Practical classes, self-study activities. case study	Practical skills assessment, solving problems (CAS)	
10) plan the materials distribution inside the		Case study, case study	Practical skills	

company with respect to their various production and logistics facilities;	in small groups, solving problems, practical classes	assessment, solving problems (CAS)
11). use analytical techniques to manage distribution routes;	Case study, case study in small groups, solving problems, practical classes	Practical skills assessment, solving problems (CAS)
12) understand the different processes involved in reverse logistics;	Lecture, tutorials, self-study activities	Participation in the discussion (CAS)
Learning outcomes 1-6		Mid-term control (CAS)
Learning outcomes 1-12		Course paper (FAC)

### 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% Mid-term control
- 20% Essay (written)

**Course paper** is evaluated separately and its score is not included into the course final grade..

### Contents

#### Thematic structure of the course:

1. Introduction and Integration
2. The Supply Chain Management Concept
3. Logistics & Information Technology
4. Protective Packaging and Materials Handling
5. Transportation
6. Distribution Centre, Warehouse and Plant Location
7. Inventory Management and Warehousing Management
8. Procurement and International Logistics
9. Organizing, Analyzing and Controlling Logistics Systems

### Literature

*Language of teaching Ukrainian*

#### Compulsory reading

1. Федорова, В. О. Логістика [Текст]: навч. посіб. / Федорова В. О., Блага В. В.; Харків. нац. автомоб.-дорож. ун-т. - Харків : Бровін О. В. [вид.], 2019. - 153 с.
2. Марченко В.М. Логістика [Текст]: підруч. для студентів, які навчаються за спец. "Економіка" / Марченко В.М., Шутюк В.В.; Нац. техн. ун-т України "Київ. політехн. ін-т ім. Ігоря Сікорського". - Київ: КПІ ім. Ігоря Сікорського, 2018. - 312 с.
3. Міжнародний менеджмент та логістика [Текст]: навч. посіб. / А. Бардась [та ін.]; Держ. ВНЗ Нац. гірн. ун-т. - Дніпро: Герда, 2016. - 294 с.
4. Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design by Paul Myerson

(2015), 367 p.

#### **Recommended reading**

1. Поплавський А.В. Логістика [Текст]: навч. посіб. / А. В. Поплавський, О. Ю. Хохлюк, С. С. Горобець; Вінниц. нац. техн. ун-т. - Вінниця: ВНТУ, 2017. - 99 с.
2. Логістика товарного ринку [Текст]: монографія / [Б.В. Буркинський та ін.]; за заг. ред. акад. НАН України, д-ра екон. наук, проф. Буркинського Б. В., д-ра екон. наук, проф. Лисюка В. М.; НАН України, Ін-т проблем ринку та екон.-екол. дослідж. - Одеса: ППРЕД НАНУ, 2018. - 243 с.
3. Сушкова О.Є. Митна логістика [Текст]: навч. посіб. / О. Є. Сушкова; Ун-т держ. фіск. служби України. - Ірпінь: УДФСУ, 2018. - 265 с.

*Language of teaching English*

#### **Compulsory reading**

1. Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design by Paul Myerson (2015), 367 p.
2. Introduction to Logistics Systems Management, 2nd Edition (2013), Gianpaolo Ghiani, Gilbert Laporte, Roberto Musmanno, 478 p.

#### **Recommended reading**

1. International Logistics: The Management of International Trade Operations by Pierre A. David (2013), 721 p.
2. Balou H. (2007). *Basic Logistics Management. (8<sup>th</sup> Edition)*. NY: South-Western Cengage Learning.

<i>MANAGERIAL ACCOUNTING</i>				
<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	7/14 weeks, 42 hours in class	4.5 / Mandatory	Zoia Pestovska, Ph.D. (Candidate of Science), Associate Professor	135 hours (28 h. lectures, 14 h. seminars, practical classes, 93 h. self-study time)
<p><b>Course aims:</b> Mastering by the students the basics of the theory, methodology and organization of management accounting in enterprises of various organizational-legal forms of ownership and types of economic activity, absorption methods of information preparation for internal planning, control and decision-making at various levels of management. Mastering methods and techniques, operative analysis of accounting information, calculating the expected results of economic activity.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
On completion of the course, students will be able to:				
1) organize managerial accounting of the enterprise;		Lecture, practical classes, work in pairs to solve problems, seminars, practical classes	Participation in the discussion, solving problems, peer small group presentation (CAS)	
2) compile a budget for the activity, conduct an analysis of the production unit performance of the and the consolidated budget of the company;		Seminars, practical classes, self-study activity, explanation solving problems	Solving problems, test (CAS)	
3) identify and evaluate the results work of the individual departments and their heads, calculate the cost-effectiveness of individual managerial decision;		Lecture, seminars, practical classes, explanation solving problems	Solving problems, test (CAS)	
4) determine the optimal price for product sales, production critical volume, the efficiency of individual capital investment options.		Lecture, internet search, self-study activities, panel discussion	Practical skills assessment, test (CAS)	
Learning outcomes 2-4.			Final exam (FAS)	
<p><b>Assessment</b>  <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>  <b>40% Final exam (4 sets of written assignments, each assignment includes 2 problem solving and computer multiple choice tests)</b>  <b>60% Continuous assessment:</b>  10% Participation in the discussion  40% Solving problems  10% Test (multiple choice, computer)</p>				
<b>Contents</b>				
<p><b>Thematic structure of the course:</b>  1. Concept, content and organization of management accounting</p>				



2. Composition and classification of costs and their behavior
3. Methods and ways of accounting costs and the cost of production
4. Standard cost and standard cost accounting and calculation of product cost
5. Analysis of the relevant information for decision making
6. Analysis of the information for making long-term decisions
7. Budget planning and control
8. Accounting for the centers of responsibility

### **Literature**

#### *Language of teaching Ukrainian*

#### **Compulsory reading**

1. Управлінський облік. Чаю. В.Т., 2016. Режим доступу: [https://stud.com.ua/75096/audit\\_ta\\_buhoblik/upravlinskiy\\_oblik](https://stud.com.ua/75096/audit_ta_buhoblik/upravlinskiy_oblik)
2. Лень В.С. Управлінський облік : підручник / В.С. Лень. - Тернопіль: Навчальна книга – Богдан, 2015. - 328 с.
3. Управлінський облік: навч. посібник / О. О. Гончаренко, Т. В. Давидюк, А. О. Саюн, Н. В. Рогова – К.: УБС НБУ, 2014. – 448 с.

#### **Recommended reading**

1. Атамас П.Й. Управлінський облік: Навч. посібник.- К.: ЦУЛ, 2009. – 440 с.
2. Управлінський облік. В. Д. Зелікман, 2017, 198 с.
3. Карпенко О. В., Карпенко Д.В. Управлінський облік: Навч. посіб. — К.: Центр учбової літератури, 2012. — 296 с.

#### *Language of teaching English*

#### **Compulsory reading**

1. Principles of Accounting, Volume 2 Managerial Accounting, Mitchell Franklin, Patty Graybeal, Dixon Cooper, 2019, 746 p.
2. Cost Accounting, Prabir Das, 2013. Available at: <https://www.oxfordfajar.com.my/higher-education/cost-accounting/531#returnurl=/higher-education/business-ethics/2731>

#### **Recommended reading**

1. Managerial accounting concepts, 972 p. Available at: <https://resources.saylor.org/wwwresources/archived/site/textbooks/Managerial%20Accounting.pdf>

## ELECTIVE COURSES

<b><i>ETHICS AND AESTHETICS</i></b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2/14 weeks, 42 hours in class	5 / Elective	Hanna Shcholokova, Ph.D. (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's aim is to provide students with basic knowledge of aesthetical and ethical theories as well as to develop their ability to act in professional and broader social spheres applying principles and rules of aesthetical and ethical judgment.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) use the theoretical apparatus of modern ethics and aesthetics;		Lecture, Internet search, self-study activity, seminars		Participation in the discussion, essay, test (CAS)
2) analyze own acts and acts of other individuals and groups from the moral point of view;		Problem lecture, Internet search, self-study activity, seminars, panel discussions		Participation in the discussion, practical skills assessment (CAS)
3) aesthetically evaluate professional environment and results of professional activity as well as situations and objects of everyday life;		Problem lecture, Internet search, self-study activity, panel discussions		Participation in the discussion, case study (CAS)
4) obtain and use relevant information from appropriate sources (textbooks, newspapers, business magazines and selected magazines, websites, databases);		Internet search, guided self-study activity, self-study activity, panel discussion		Participation in the discussion, solving problems, test (CAS)
5) classify and generalize information, make references and overviews connected with professional activity issues; edit and review texts as well as make their summaries;		Seminars, Internet search, guided self-study activity, self-study activity		Essay, practical skills assessment, solving problems (CAS)
Learning outcomes 1-5				Mid-term control (CAS)
<p><b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 20% Participation in the discussion 20% Participation in the business play 20% Test 20% Presentation (oral, multimedia) 20% Mid-term control (essay, written)</p>				
<b>Contents</b>				

**Thematic structure of the course:****Module 1. Aesthetics.**

1. Aesthetics as a philosophical theory of perception.
2. The basic aesthetic categories.
3. The nature and essence of art.
4. Morphology of art.
5. The aesthetic and artistic practice search.

**Module 2. Ethics.**

6. The philosophical theory of morality.
7. History of ethical teachings.
8. Morality as a social phenomenon.
9. Ethics of the twenty first century.

**Literature***Language of teaching Ukrainian***Compulsory reading**

1. Етика та естетика: Навчально-методичний посібник (у схемах і таблицях) / за наук. ред. проф. В.С. Бліхара. – Львів: ПП «Арал», 2018. – 204 с.
2. Лозовой В.О. Естетика: Навч. посібник. – К.: Юрінком Інтер, 2003. – 208 с.
3. Малахов В.А. Етика. Курс лекцій: Навч. посібник — 3-те вид. – К.: Либідь, 2001. – 384 с.

**Recommended reading**

1. Вознюк Н.М. Етика: Навчальний посібник. – К.: Центр учбової літератури, 2008. – 212 с.
2. Етика. Естетика: Навчальний посібник / за наук. ред. Панченко В.І. – К.: «Центр учбової літератури», 2014. – 432 с.
3. Лесько О.Й. Етика ділових відносин. – Вінниця: ВНТУ, 2011. – 309 с.
4. Фесенко Г.Г. Етика та естетика. – Харків: ХНАМГ, 2009. – 360 с.
5. Graham G. Philosophy of the Arts. An introduction to aesthetics. Available at: <https://ia.eferrit.com/ea/f4b5c438d6cb2068.pdf>

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

1. European Textbook on Ethics and Research. Available at: [https://ec.europa.eu/research/science-society/document\\_library/pdf\\_06/textbook-on-ethics-report\\_en.pdf](https://ec.europa.eu/research/science-society/document_library/pdf_06/textbook-on-ethics-report_en.pdf)
2. Pecorino Ph., O'Sullivan S. Ethics. Online textbook. Available at: [http://www.qcc.cuny.edu/SocialSciences/ppecorino/ETHICS\\_TEXT/CONTENTS.htm](http://www.qcc.cuny.edu/SocialSciences/ppecorino/ETHICS_TEXT/CONTENTS.htm)
3. The Routledge Companion to Aesthetics. Available at: [https://monoskop.org/images/0/03/Lopes\\_Dominic\\_Gaut\\_Berys\\_The\\_Routledge\\_Companiom\\_2001.pdf](https://monoskop.org/images/0/03/Lopes_Dominic_Gaut_Berys_The_Routledge_Companiom_2001.pdf)

**Recommended reading**

1. Aesthetics // The Basics of Philosophy. Available at: [https://www.philosophybasics.com/branch\\_aesthetics.html](https://www.philosophybasics.com/branch_aesthetics.html)
2. Ethical Issues // Encyclopaedia Britannica. Available at: <https://www.britannica.com/browse/Ethical-Issues>
3. Ethics // The Basics of Philosophy. Available at: [https://www.philosophybasics.com/branch\\_ethics.html](https://www.philosophybasics.com/branch_ethics.html)

*PRINCIPLES OF PSYCHOLOGY*

<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits/ Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	2/14 weeks, 42 hours in class	5/Elective	Lubov Boiko, Associate Professor	150 hours (28 h. lectures, 14 h. seminars/practical, 108 h. self-study time)

**Course aims:**

Students will have gained comprehensive knowledge about the topic, have an ability to analyse complex data, evaluate theories and concepts, provide solutions to problems in psychology. Students acquire knowledge of key positions of theory of psychology, basic categories and concepts; basics of the system of knowledges, which expose psychological essence of man, feature of the psychological phenomena; objective laws of development of psychical properties of personality, factors which influence on its forming and development; basics of co-operation and intercourse; psychological terms of efficiency of intercourse.

<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) classify and generalize information, make references and overviews connected with professional activity issues; edit and review texts as well as make their summaries;	Lecture, tutorials, dispute	Participation in the discussion (CAS)
2) apply psychological objective laws of analysis of problems, connected with a psyche functioning, psychical processes and states;	Analytical work in small groups, role play	Participation in the role play (CAS)
3) analyze psychological features;	Discussion on the materials of lectures	Essay, test (CAS)
4) influence on the process of organization of the studies and education;	Lectures, tutorials, presentations in small groups, internet search, self-study activities	Essay, test (CAS) Presentation
5) utilizes psychological knowledge in organization of studies, team management and stimulation of social activity of personality;	Problem lecture, discussion	Participation in the discussion, test (CAS)

6) demonstrate relevant practical, academic and subject specific skills e.g. group work, academic referencing and the production of a bibliography. Learning outcomes 1-6	Problem lecture, self- study activity, case-study	Participation in the discussion, case study (CAS)  Final exam (FAS)
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (4 sets of written tasks, each task includes a test or a creative task and 2 theoretical questions)</b> <b>60% Continuous assessment:</b> 20% Participation in the discussion 10% case study (CAS) 20% Test (multiple choice, computer) 10% Presentation (oral, multimedia)		
<b>Contents</b>		
<b>Thematic structure of the course:</b> <b>Module 1. Psychology of personality</b> Entering into psychology Psyche, consciousness and self-consciousness A concept of personality in psychology Individually typological features of personality Emotionally volitional sphere of personality. Necessities and reasons Concept of „I am conceptions”. <b>Module 2. Cognitive psychical processes</b> Attention. Feeling, perception, presentation Memory. Thought. Development of intellect		
<p style="text-align: center;"><b>Literature</b></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <p><i>Language of teaching Ukrainian</i></p> <ol style="list-style-type: none"> <li>1. Засекіна Л.В., Пастерник Т.В. Основи психології та міжособове спілкування: навчальний посібник. – К., 2018. – 216 с.</li> <li>2. Сергееєнкова О. Загальна психологія. – К, 2019. – 296 с.</li> <li>3. Романець В. Основи психології. – К., 2018. – 632 с.</li> <li>4. Дуткевич Т. Загальна психологія. Теоретичний курс. – К., 2019. – 488 с.</li> <li>5. Бойко Л.Г. Психологія и педагогіка. Конспект лекцій (електр.) – ДУАН, 2019.</li> <li>6. Мітіна С.В. Психологія особистості. – К., 2020. – 274 с.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>7. Миросчук.М, Психологія познавательных процессов. – К., 2019. – 412 с.</li> <li>8. Кудряшова Л.А., Педагогіка и психологія. Краткий курс. – К., 2016. – 160 с.</li> <li>9. Носенко Т.М. Общий психологический практикум. – М., 2017. – 417 с.</li> <li>10. Льїна Н. Загальна психологія в екзаменаційних питаннях і відповідях. – К., 2018. – 704 с.</li> </ol> <p><i>Language of teaching English</i></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Cummings, J. A. and Sanders, L. (2019). Introduction to Psychology. Saskatoon, SK:</li> </ol>		

University of Saskatchewan Open Press.

2. Fundamentalsn to Psychology / Gregory G. Feist, Erika L. Rozenberg.. - New York: DK, 2018.-258 p.

**Recommended reading**

1. Itrroduktion to Psycholog: Gotewous to Mind and Behovior / Deniss Goon, Yhon Mitterer–Oxford University Press, 2019.

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<b>SOCIOLOGY</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	4/14 weeks, 42 hours in class	5/ Elective	Ruslan Kliuchnyk, Ph.D. (Candidate of Science), Associate Professor	150 hours (28 h. lectures, 14 h. seminars/practicals, 108 h. self-study time)
<b>Course aims:</b> The course's aim is to develop a system of knowledge about main forces and trends of social life and methods of empirical research and transform various social objects (social communities, institutes, relations and processes).				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
On completion of the course, students will be able to:				
1) understand the origins and nature of empirical sociology as a crucial dimension of social studies;		Problem lecture, Internet search, guided self-study activity, seminars	Participation in the discussion, essay (CAS)	
2) analyze and assess main directions and tasks of empirical sociological research;		Lecture, Internet search, guided self-study activity, seminars	Participation in the discussion, essay (CAS)	
3) choose adequate methods and technologies of sociological research;		Problem lecture, Internet search, guided self-study activity, workshop	Participation in the discussion, practical skills assessment (CAS)	
4) conduct (both independently and as a member of a group) local sociological researches and use their results in practical activity;		Problem lecture, self-study activity, workshop	Solving problems, practical skills assessment (CAS)	
5) obtain and use information from appropriate sources (textbooks, newspapers, business magazines and selected journals, websites, databases);		Lecture, seminars, Internet search, self-study activity, workshop	Solving problems, practical skills assessment (CAS)	
Learning outcomes 1-5			Mid-term control (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 30% Participation in the discussion 20% Participation in the business play 20% Case study presentation 20% Presentation (oral, multimedia) 10% Mid-term control (essay, written)				

## Contents

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

#### **Module 1. Theoretical sociology**

1. Sociology as a science of society, its subject, structure and functions.
2. Society and its structure.
3. Social institutions.
4. Social processes.

#### **Module 2. Applied sociology**

5. Family and the individual in the social structure.
6. Social relations and social policy.
7. Social motivation and regulation of work behavior.
8. Middle-range sociological theories.
9. Methods of sociological research.

## Literature

### *Language of teaching Ukrainian*

#### **Compulsory reading**

1. Городяненко В.Г. Соціологія: Підручник [Текст] / В.Г. Городяненко. – К.: Академія, 2008. – 544 с. (базовий підручник).
2. Політична наука в Україні. 1991-2016: у 2 т. Т. 2. Теоретико-методологічні засади і концептуальні підсумки вітчизняних досліджень / НАН України, Ін-т політ. і етнонац. досліджень ім. І.Ф. Кураса; редкол.: чл.-кор. НАН України О. Рафальський (голова), д-р політ. наук М. Кармазіна, д-р іст. наук О. Майборода; авт. Передм. О. Рафальський; відп. ред. і упоряд. М. Кармазіна. – К.: Парлам. вид-во, 2016. – 704 с. (базовий підручник).
3. Ключник Р. М. Соціальний капітал як фактор формування політичного протесту / Р. М. Ключник // Гілея: науковий вісник. - 2017. - Вип. 124. - С. 317-320.
4. Левчук Н.Н. Концептуалізація сетевого впливу в системі масових комунікацій / Н.Н. Левчук // Веснік Брєсцкага ўніверсітэта. Серыя 1. «Філасофія. Паліталогія. Сацыялогія». – 2017. – № 1. – С. 81-85.

#### **Recommended reading**

1. Ключник Р.М. Глобальні проблеми сучасності: економічний вимір / Р.М. Ключник // Академічний огляд. – 2020. – № 1 (52). – С. 5-12.
2. Куценко О. Соціологія: рольова модель на шляху між екстримами (дороговкази XIX Всесвітнього конгресу соціологів) [Електронний ресурс] / О. Куценко // Соціологія: теорія, методи, маркетинг. - 2019. - № 4. - С. 147-157.
3. Бугера О. Використання соціальних інтернет-мереж для запобігання злочинності / О. Бугера // Підприємництво, господарство і право. 2018. № 5. С. 238-241.
4. Barkan S. Sociology: Understanding and Changing the Social World. Available at: <http://catalog.flatworldknowledge.com/catalog/editions/barkan-sociology-understanding-and-changing-the-social-world-comprehensive-edition-1-0>

### *Language of teaching English*

#### **Compulsory reading**

1. Hammond R. et al. Introduction to Sociology Available at: [http://freesociologybooks.com/Introduction To Sociology/01 History and Introduction.php](http://freesociologybooks.com/Introduction%20To%20Sociology/01%20History%20and%20Introduction.php)
2. Introduction to Sociology. Online textbook. Available at: [https://en.wikibooks.org/wiki/Introduction to Sociology](https://en.wikibooks.org/wiki/Introduction_to_Sociology)
3. Kliuchnyk, R. (2019). Natural and socio-cultural factors in country image formation. Journal of Modern Economic Research, 1(3), 17-28. Available at: <https://www.denakypublishing.science/index.php/jmer/article/view/14>



### Recommended reading

1. Sociology of the Family. Available at: <http://freebooks.uvu.edu/SOC1200/index.php/chapters.html>
2. Barkan S. Sociology: Understanding and Changing the Social World. Available at: <http://catalog.flatworldknowledge.com/catalog/editions/barkan-sociology-understanding-and-changing-the-social-world-comprehensive-edition-1-0>
3. Pillai K.G. (2015). The Negative Effects of Social Capital in Organizations: A Review and Extension. Available at: <https://onlinelibrary.wiley.com/doi/abs/10.1111/ijmr.12085>
4. Woolley S.C. (2016). Political Communication, Computational Propaganda, and Autonomous Agents / S.C. Woolley, Ph.N. Howard // International Journal of Communication. 2016. Vol. 10. P. 4882–4890
5. Kliuchnyk R.M. (2018). Protest Potential of the Social and Labour Sphere / R.M. Kliuchnyk // Соціально-гуманітарні науки та сучасні виклики. Матеріали III Всеукраїнської наукової конференції. 25-26 травня 2018 р., м. Дніпро. Частина I. / Наук. ред. О.Ю.Висоцький. – Дніпро: СПД «Охотнік», 2018. – С. 85-86.

<b>LOGIC</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	4/14 weeks, 42 hours in class	5 / Elective	Ruslan Kliuchnyk, Ph.D. (Candidate of Science), Associate Professor	150 hours (28 h. lectures, 14 h. seminars/practicals, 108 h. self-study time)
<b>Course aims:</b> The course's aim is to provide students with basic theoretical knowledge of logics as a science of principles of correct thought as well as develop students' skills in such fields as data collecting, analysis, debate, proving.				
<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 nature of logic as a science of correct thought and its place in solving theoretical and practical problems of various type and scale;		Lecture, Internet search, self-study activity, seminars	Participation in the discussion, essay (CAS)	
2) know and apply basic laws (principles) of correct thought;		Lecture, self-study activity, seminars	Participation in the discussion, essay (CAS)	
3) conduct operations with notions;		Lecture, guided self-study activity, seminars	Participation in the discussion, test, practical skills assessment (CAS)	
4) conduct operations with propositions;		Lecture, guided self-study activity, seminars	Participation in the discussion, test, practical skills assessment (CAS)	
5) operate with main methods of logic of reasoning;		Lecture, debate, business game	Participation in the discussion, practical skills assessment (CAS)	
6) adequately apply principles of correct argumentation;		Seminars, debate, business game	Participation in the discussion, practical skills assessment (CAS)	
Learning outcomes 1-6			Mid-term control (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 30% Participation in the discussion 20% Participation in the business play 20% Case study presentation 20% Presentation (oral, multimedia) 10% Mid-term control (essay, written)				
<b>Contents</b>				

**Thematic structure of the course:**

1. Logic as the science: its subjects, methods, language and ways of application in the sphere of economic activity
2. Basic laws (principles) of correct thought
3. Logic of notions and logical operations with notions
4. Logic of propositions. Main logical operations with propositions.
5. Logic of reasoning
6. Logical foundations of argumentation

**Literature***Language of teaching Ukrainian***Compulsory reading**

1. Бартун М.П. Логіка: Практикум, правила та вправи [Текст] / М.П. Бартун. – Д.: Дніпропетровський університет економіки та права, 2008 – 92 с.
2. Яшин Б. Л. Логика в вопросах и ответах: учебное пособие – Москва-Берлин: Директ-Медиа, 2019.
3. Хоменко І.В. Логіка: Теорія та практики [Текст]/ І.В. Хоменко. – К.: ЦУЛ, 2010. – 400 с.
4. Стеченко Т. О. Оволодіння елементами культури логічного мислення під час навчання майбутніх учителів іноземних мов // Вісник Чернігівського національного педагогічного університету. Серія: Педагогічні науки. -2016. - Вип. 135. - С. 241-245.

**Recommended reading**

1. Конверський А.Є. Логіка (традиційна та сучасна): Підручник [Текст] / А.Є. Конверський. – К.: Центр навчальної літератури, 2004. – 535 с.
2. Мозгова Н.Г. Логіка: Навчальний посібник [Текст] / Н.Г. Мозгова. – К.: «Каравела», 2008. – 248 с.
3. Introduction to Logic. Available at: <http://www.zweigmedia.com/RealWorld/logic/logicintro.html>

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

1. DeLancey C. A (2017). Concise Introduction to Logic. Available at: <http://solr.bccampus.ca:8001/bcc/file/17082e35-cf6d-43e1-a5be-7235b2cf8da0/1/A-Concise-Introduction-to-Logic-1490623862.pdf>
2. Teller P. A Modern Formal Logic Primer. Available at: <http://tellerprimer.ucdavis.edu/>
3. Vakaliuk T. A. (2019). Training future teachers of information science to develop logical thinking skills of senior schoolchildren at teaching software development. / T. A. Vakaliuk, M. O. Medvedieva, S. O. Karpliuk, V. A. Shadura // Наукові записки [Центральноукраїнського державного педагогічного університету імені Володимира Винниченка]. Сер. : Педагогічні науки. - 2019. - Вип. 177(1). - С. 82-86.

**Recommended reading**

1. Introduction to Logic. Available at: <http://www.zweigmedia.com/RealWorld/logic/logicintro.html>
2. Slaney J. The Logic Note. Online course. Available at: <http://users.cecs.anu.edu.au/~jks/LogicNotes/>
3. Shaptala N. (2019). Logical (Mental) Part of the Knowledge of the Truth in the Constitutional Court Process [Електронний ресурс] / N. Shaptala // Юридичний часопис Національної академії внутрішніх справ . - 2019. - № 2. - С. 86-91.

<b><i>BUSINESS FOREIGN LANGUAGE</i></b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
English	3, 4, 5, 6/ 56 weeks, 196 hours in class	24 / Elective	Galyna Myasoid, PhD (Candidate of Science), Associate Professor; Svitlana Medynska, Senior Lecturer	720 hours (196 h. seminars/practical, 524 h. self-study time)
<b>Course aims:</b> The course is intended for developing the students' ability to communicate in English in a wide range of business situations demonstrating rich vocabulary and extensive business terminology, accuracy in their use of language and essential business communication skills such as negotiating, telephoning, participating in meetings and conferences, making presentations, business writing and using English in social situations.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) use the language of specialized areas of Business English demonstrating the extensive business vocabulary and accurate grammar;		Seminars, brainstorming, discussion		Participation in the discussion, test (CAS)
2) read and comprehend relevant authentic texts from business sources with their further analyzing, summarizing and discussing with airing their own views on the issue;		Reading assignments in textbooks and periodicals, discussion, self-study activities		Participation in the discussion, exercise, practical skills assessment (CAS)
3) apply listening skills such as prediction, listening for specific information and note-taking while listening to a variety of recordings and authentic interviews with business people concerning business environment and relevant business issues;		Seminars, textbook assignments, self-study activities		Practical skills assessment, exercise (CAS)
4) communicate in the key business areas participating in meetings, negotiations, telephoning and social English situations;		Seminars, role-play, business game		Participation in the role play/ business game (CAS)
5) discuss business problems and recommend business solutions;		Seminars, case study in small groups		Case study presentation, written report (CAS)
6) write business correspondence and essays of different types on the business topics processing information from various sources and analyzing it;		Seminars, self-study activities		Business correspondence, essay (CAS)
7) take part in discussions and debates on the professional topics presenting and substantiating own points of view;		Seminars, discussion, debate		Participation in the discussion/ debate, (CAS)

<p>8) make presentations on a wide range of business topics using extensive terminology, exemplifying the ideas, highlighting the problems and making suggestions on the ways to solve them;</p> <p>9) apply appropriate translation techniques while translating business passages from English into the native language and vice versa.</p> <p>Learning outcomes 1-9</p> <p>Learning outcomes 1-9</p>	<p>Internet search, individual presentation, small group presentation, self-study activities</p> <p>Seminars, self-study activities</p>	<p>Presentation assessment (CAS)</p> <p>Written test (CAS)</p> <p>Mid-term control: tests, essay/ business letter/ report (CAS)</p> <p>Achievement test (CAS) or Final exam (FAS)</p>
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### Assessment

#### Semester 3

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

- 10% Participation in the discussion
- 10% Participation in the role play/ business game
- 10% Participation in the case study
- 10% Practical skills assessment/ Test (written)
- 20% Essay/ business correspondence (written)
- 10% Presentation (oral, multimedia)
- 15% Mid-term control (written tests, essay/ business letter)
- 15% Achievement test (written tests, essay/ business letter)

#### Semester 4

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

**40% Final exam (3 sets of written assignments, each assignment includes 1 business letter and tests for practical skills assessment)**

**60% Continuous assessment:**

- 5% Participation in the discussion
- 5% Participation in the role play/ business game
- 5% Participation in the case study
- 5% Practical skills assessment/ Test (written)
- 15% Essay/ business correspondence (written)
- 10% Presentation (oral, multimedia)
- 15% Mid-term control (written tests, essay/ business letter)

#### Semester 5

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

**40% Final exam (3 sets of written assignments, each assignment includes 1 business letter and tests for practical skills assessment)**

**60% Continuous assessment:**

- 5% Participation in the discussion
- 5% Participation in the role play/ business game
- 5% Participation in the case study
- 5% Practical skills assessment/ Test (written)
- 15% Essay/ business correspondence (written)
- 10% Presentation (oral, multimedia)
- 15% Mid-term control (written tests, essay/ business letter)

**Semester 6****Final grade (final assessment) as a result of 100% continuous assessment:**

- 10% Participation in the discussion
- 10% Participation in the role play/ business game
- 20% Participation in the case study
- 10% Practical skills assessment/ Test (written)
- 10% Essay/ business correspondence (written)
- 10% Presentation (oral, multimedia)
- 15% Mid-term control (written tests, essay/ report)
- 15% Achievement test (written tests, essay/ report)

**Content****Thematic structure of the course:**

1. Taxation in international business.
2. Customer service. Developing brand loyalty. Dealing with counterfeiters. New product development.
3. Crisis management. Dealing with crisis.
4. Global business. Ways of entering overseas markets. Forms of international business activity.
5. Multinational corporations and implications of their activity.
6. Mergers and acquisitions.
7. International trade regime: trade protectionism vs free trade.
8. Common barriers to international trade applied in the world practice.
9. The role of international labour migration for the countries.
10. International division of labour. Offshoring and outsourcing.
11. Economic integration. Stages in the process of economic integration.
12. Globalization as a world phenomenon. The danger and benefits of globalization. Global issues of the XXI century.

## **Literature**

### **Compulsory reading**

1. Cotton, D., Falvey, D., Kent, S. (2015) Market Leader. Intermediate/ Upper-Intermediate. Business English Flexi Course Book. Pearson.
2. Dooley, J., Evans, V. (2009) Grammarway 3/ Grammarway 4. Express Publishing.
3. Emmerson, P. (2009) Business Grammar Builder. Macmillan Publishers Limited.
4. Emmerson, P. (2009) Business Vocabulary Builder. Macmillan Publishers Limited.
5. Evans, V. (2000) Successful Writing. Express Publishing.
6. Kozhushko, S.P., Medynska S.I, Yakovleva T.I. (2019) Handbook on Effective Business English Exam Preparation. Dnipro, DUAN Press.
7. Kozhushko, S.P., Sokolova, K.V., Brez, K.D., Svyrydenko, O.G. (2011) Presenting Statistics in English. Dnipropetrovsk, DUEP Press.
8. MacKenzie, I. (2010) English for Business Studies. A course for Business Studies and Economics students. Third Edition. Cambridge University Press.

### **Recommended reading**

1. Kozhushko, S., Baranova, I. (2013) Business Letter Writing. Dnipropetrovsk, DUEP Press.
2. Mackenzie, I. (2000) Management and Marketing. Pearson Education Limited.
3. Pilbeam, A. (2000) International Management. Pearson Education Limited.
4. Semerenko, L., Medynska, S. (2010) Effective Business Communication. Dnipropetrovsk, DUEP Press.
5. Strutt, P. (2000) Business Grammar and Usage. Longman.

<b>PHILOSOPHY</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	6/11 weeks, 33 hours in class	3 / Elective	Hanna Shcholokova, Ph.D. (Candidate of Science), Associate Professor	90 hours (22 h. lectures, 11 h. seminars/practicals, 57 h. self-study time)
<b>Course aims:</b> The course's aim is to facilitate the development of students' coherent worldview system encompassing problems of the human existence, man's relationship with nature and society and methods of discovering objective truth.				
<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 origins, structure and civilizational role of various traditions of philosophical thought;		Lecture, Internet search, guided self-study activity, seminars	Participation in the discussion, essay (CAS)	
2) evaluate and compare main stages and traditions in the evolution of philosophical thought;		Problem lecture, Internet search, guided self-study activity, seminars	Participation in the discussion, essay (CAS)	
3) analyze sources of philosophical thought and critically perceive various philosophical ideas;		Problem lecture, Internet search, guided self-study activity, seminars	Participation in the discussion, essay (CAS)	
4) apply acquired knowledge of philosophical ideas and doctrines to solving practical problems (both general and narrowly professional) in the rational and ethically acceptable ways.		Problem lecture, Internet search, self-study activity, workshop	Participation in the discussion, solving problems (CAS)	
5) develop and defend one's own ideas and suggestions regarding the most important issues of the human life and social development.		Problem lecture, seminars, Internet search, self-study activity, panel discussion	Participation in the discussion, essay, solving problems (CAS)	
Learning outcomes 1-5			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 20% Test				



20% Essay (written)  
20% Presentation (oral, multimedia)  
20% Mid-term control (essay)

## Contents

### Thematic structure of the course:

#### Module 1. History of philosophy.

1. What is philosophy? (Introduction).
2. Philosophy of the Ancient world.
3. Medieval philosophy.
4. Philosophy of the Renaissance and Early Modern period.
5. Philosophy of the Modern and Contemporary Era.

#### Module 2. Theory of philosophy.

6. Ontology.
7. Epistemology.
8. Philosophical anthropology
9. Social and political philosophy.
10. Philosophy of science.

## Literature

*Language of teaching Ukrainian*

### Compulsory reading

1. Причепій Є.М. Філософія: Конспект лекцій / Є.М. Причепій. – К.: Академія, 2009. – 592 с. (базовий підручник).
2. Киричок О.Б. Філософія: Підручник для студентів вищих навчальних закладів / О.Б. Киричок. – Полтава: РВВ ПДАА, 2010. – 381 с.
3. Кривуля О.М. Філософія: навчальний посібник / О.М. Кривуля. – Х.: ХНУ імені В.Н. Каразіна, 2010. – 592 с.
4. Осипов А.О. Філософія: Навчально-методичний посібник для студентів денної та заочної форми навчання / А.О. Осипов. – Д.: Видавництво Дніпропетровського університету ім. А. Нобеля, 2014. – 60 с.
5. Осипов А.О. Філософія науки (методи та форми наукового пізнання): Навчально-методичний посібник для самостійної роботи / А.О. Осипов. – Д.: Видавництво Дніпропетровського університету ім. А. Нобеля, 2014. – 196 с.

### Recommended reading

1. Кулик О.В. Філософія: Навчальний посібник / О.В. Кулик. – Д.: Моноліт, 2013. – 692 с.
2. Філософія: підручник для студентів вищих навчальних закладів / кол. авторів; за ред. Л.В. Губерського. – Харків: Фоліо, 2013. – 510 с.
3. The *Stanford Encyclopedia of Philosophy* [Electronic resource]. Available at: <https://plato.stanford.edu/index.html>

*Language of teaching English*

### Compulsory reading

1. Internet Encyclopedia of philosophy (IEP): A Peer-Reviewed Academic Resource. Available at: <https://www.iep.utm.edu/>
2. Pecorino Ph. An Introduction to Philosophy. Available at:

[http://www.qcc.cuny.edu/SocialSciences/ppecorino/INTRO\\_TEXT/CONTENTS.htm](http://www.qcc.cuny.edu/SocialSciences/ppecorino/INTRO_TEXT/CONTENTS.htm)

**Recommended reading**

1. Buckingham W., Marenbon J. The Philosophy Book. Big Ideas Simply Explained / W.Buckingham, J. Marenbon. – New York: DK Publishing, 2011. – 352 p.
2. The Basics of Philosophy. Available at: <https://www.philosophybasics.com/>
3. 1000-Word Philosophy: An Introductory Anthology. Available at: <https://1000wordphilosophy.com/>

<b>LABOR PROTECTION</b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
English Ukrainian	6/11 weeks, 22 hours in class	3 /Elective	Tetiana Lezhnieva, PhD (Candidate of Science), Associate Professor	90 hours (22 h. lectures, 11 h. tutorials, 57 h. self-study time)
<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 investigation and analysis of the risks, dangers and hazards in the workplace and industrial facilities;			Lecture, practical classes, self-study activities, internet search	Participation in the discussion, essay, test (CAS)
2) put tasks and organize research to determine professional, occupational hazards, threats in the workplace;			Lecture, practical classes, self-study activities, case study in small groups, solving problems	Practical skills assessment, report, case study (CAS)
3) assist and consult of employees with practical issues of safety and monitor willingly the implementation of labor protection in the organization;			Lecture, practical classes, self-study activities, case study in small groups	Practical skills assessment, essay, case study (CAS)
4) identify, research and develop conditions of the National Assembly and ensuring coordinated action to prevent them in the CO in accordance with their professional duties;			Lecture, practical classes, self-study activities, solving problems	Practical skills assessment, report, individual presentation (CAS)
5) elect and apply methods of forecasting and assessment of the situation in the zone of the National Assembly, calculation parameters dangerous factors PSD sources controlled and used for forecasting, determination capabilities and resources to overcome the consequences of emergency;			Lecture, practical classes, self-study activities, solving problems	Presentation, report (CAS)
6) understand, develop and implement of preventive and operative (emergency) measures of civil protection;				Practical skills assessment, essay, presentation (CAS)
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 10% Participation in the discussion 10% Test (multiple choice, computer) 30% Essay 25% Reports				

25% Presentation (oral, multimedia)

## **Contents**

Thematic structure of the course:

International standards in labor protection sphere

Main legislative and normative acts on labor protection in the industry

Injuries and diseases in the industry. Investigations of accidents.

Special sections of labor protection in the industry professional activity

Actual problems of labor protection in research

The main measures of fire prevention for industrial sites

Methods for calculating the areas of man-made destruction of explosions and fires and fire protection CO

Forecasting and planning environment protection measures in the areas of radiation, chemical and biological contamination

Evaluation of engineering environment and social-economic consequences of emergency

Maintenance activities and actions within a unified system of civil protection.

Special function in civil defense.

## **Literature**

*Language of teaching Ukrainian*

### **Compulsory reading**

1. Основи охорони праці : підручник / М. С. Одарченко, А. М. Одарченко, В. І. Степанов, Я. М. Черненко. – Х. : Стиль-Издат, 2017. – 334 с.

2. Кучма М.М. Цивільна оборона: навчальний посібник / М.М. Кучма. – К.: Кондор, 2011. – 354 с.

3. Чернега Р. Т. Практичні проблеми у сфері правового забезпечення охорони праці в Україні [Електронний ресурс] / Р. Т. Чернега // Соціальне право. - 2019. - № 2. - С. 93-101

### **Recommended reading**

4. Богданюк І. В. Деякі питання дослідження причинно-наслідкового зв'язку при виконанні комплексних судових інженернотехнічних експертиз у галузі охорони праці та електротехнічних експертиз [Електронний ресурс] / І. В. Богданюк, О. В. Бублик, В. Ф. Чернюк, В. С. Супрун // Теорія та практика судової експертизи і криміналістики. - 2019. - Вип. 19. - С. 524-538.

5. Проблеми та перспективи розвитку охорони праці: Матеріали ІХ Всеукраїнської науково-практичної конференції курсантів, студентів, аспірантів та ад'юнктів – Л.: ЛДУ БЖД, 2019. – 188 с.

6. <http://base.safework.ru/iloenc> – Енциклопедія по охроне и безопасности труда МОТ [Encyclopaedia of Occupational Health and Safety ILO – <http://base.safework.ru/iloenc>]

7. Albert Alex, Hallowel Matthew R. Revamping Occupational Safety and Health Training: Integrating Andragogical Principles for the Adult Learner. // Australasian Journal of Construction Economics & Building. 2013, Vol. 13 Issue 3, p. 128-140.

*Language of teaching English*

### **Compulsory reading**

1. Valerio De Stefano. Introduction: Automation, Artificial Intelligence, and Labour Protection. Comparative Labor Law & Policy Journal, Vol. 41, No. 1, 2019

2. Schmitz, Christopher J. Global Enterprises and the World Economy New York and London, 2010. – 256 p.

3. S. Cheberiyachko, Y. Cheberiyachko, D. Radchuk, D. Pustovoi (2020). Experimental Research of dust power of filtering materials for anti-dust respirators. Labour Protection Problems in Ukraine, 36(1), 12-17.

### **Recommended reading**

1. Albert Alex, Hallowel Matthew R. Revamping Occupational Safety and Health Training: Integrating Andragogical Principles for the Adult Learner. // Australasian Journal of Construction

Economics & Building. 2013, Vol. 13 Issue 3, p. 128-140.

2. Kruzhilko, O., & Lysyuk, M. (2019). Investigations of the global problems impact on occupational safety and health in Ukraine. Labour Protection Problems in Ukraine, 35(2), 3-7.

<b><i>ECONOMIC THEORY (BASIC OF ECONOMIC SCIENCE)</i></b>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/14 weeks, 42 hours in class	4.5 / Elective	Sergii Kuzminov, Doctor of Science, Professor Elvina Lymonova, Ph.D. (Candidate of Science), Associate Professor	135 hours (28 h. lectures, 14 h. seminars/practicals, 93 h. self-study time)
<b>Course aims:</b> Students will be able to analyze complex data on the commodity market, labor market, the impact of supply and demand on the price of a commodity and develop solutions to such problems as business startup and market competition.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) demonstrate knowledge of specific terminology and concepts related to basics of economic theory;		Lecture, seminars, discussion		Participation in the discussion, quizzes (CAS)
2) describe the main components of market economy, command economy and mixed economy;		Lecture, seminars, panel discussion		Participation in the discussion, oral answers (CAS)
3) classify economic resources and needs		Lecture, seminars, panel discussion		Participation in the discussion, test (CAS)
4) understand the significance of division of labour and role of exchange for effective use of resources		Lecture, imitative game		Participation in the discussion,
5) quantify the impact of changes in factors of supply and demand on equilibrium quantity and market price;		Problem lecture, solving calculative tasks		Making calculations and explanation of results, test (CAS)
6) explain the necessity of free entrepreneurship and competition for effective functioning of market economy		Problem lecture, case study in small groups Self-study activities		Peer small group self-study results' presentation (CAS)
7) describe the economic mechanism of an enterprise		Lecture, seminars, discussion		Participation in the discussion, quizzes (CAS)
Learning outcomes 1-7				Mid-term control, essay (CAS)
Learning outcomes 1-7				Final exam (FAC)
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b> <b>60% Continuous assessment:</b> 20% Test (multiple choice, computer) 10% Calculative tasks (written)				

15% Answers (oral)

15% Mid-term control (computational exercises, mini case)

### Contents

#### Thematic structure of the course:

Economic theory: subject, methods and use.  
Formation and development of Economics.  
Needs, resources, production possibilities.  
Division of labour, commodity production, money.  
Property and its economic role.  
Mixed economy, economic role of the state.  
Demand.  
Supply.  
Market equilibrium, the price mechanism.  
Entrepreneurship.  
Competition and Monopoly.  
Income.  
Enterprises.

### Literature

*Language of teaching Ukrainian*

#### Compulsory reading

1. Петруня Ю.Е., Задоя А.А. Основы экономической теории: учеб. пособие / Ю.Е.Петруня, А.А.Задоя К.: Знання, 2011. – 359с.
2. Основы економічної теорії: Навчальний посібник/ За заг.ред. П.В. Круша, В.І. Депутат, С.О. Тульчинської. – К.: Каравела, 2008. – 448 с.
3. Zadoia A. O. Economics: bases of economic theory / A. O. Zadoia, Y. E. Petrunia, O. A. Kosyakina; Alfred Nobel University of economics and law Dnipropetrovs'k. - Dnipropetrovs'k: Alfred Nobel UEL, 2010. - 236 p.
4. Основы економічної теорії (політекономія): Збірник завдань для самостійної роботи та контролю знань / А.О.Задоя, Ю.Є.Петруня, С.В.Кузьмінов, Е.М.Лимонова, Л.П.Ландовська. – Д.: Вид-во ДУЕП, 2010. – 108 с.
5. Соколов М. Економічна теорія. Підручник / М. Соколов, М. Горлач, В. Гущенко. – К.: Центр навчальної літератури, 2019. – 532 с.

#### Recommended reading

1. Базилевич В.Д., Базилевич К.С. Ринкова економіка: основні поняття і категорії: Навчальний посібник. – К.: Знання, 2008. – 263 с.
2. Гальчинський А.С. Основы економічних знань: Навч. посібник. – К.: Вища школа, 2008. – 544 с.
3. Мочерний С.В., Мочерна Я.С. Політична економія: Навчальний посібник. – К.: Знання, 2007. – 684 с.
4. Камінська Т.М. Основы економічної теорії: підручник (I—IV р. а.) / Т.М. Камінська. — 2-е видання. – К.: Всеукраїнське спеціалізоване видавництво «Медицина», 2018. – 232 с.

*Language of teaching English*

#### Compulsory reading

1. Zadoia A. O. Economics: bases of economic theory / A. O. Zadoia, Y. E. Petrunia, O. A. Kosyakina; Alfred Nobel University of economics and law Dnipropetrovs'k. - Dnipropetrovs'k: Alfred Nobel UEL, 2010. - 236 p.
2. Raworth, K. (2017). Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist. Vermont: Chelsea Green Publishing

### **Recommended reading**

1. D. Begg, R. Dornbusch and S. Fischer (2005), Economics, McGraw Hill – 600 p.
2. Economics for Beginners: Understanding the Basics. Available at: [http://economics.about.com/od/whatis/economics/u/economic\\_basics.htm](http://economics.about.com/od/whatis/economics/u/economic_basics.htm)
3. Hazlitt, Henry, Economics in One Lesson: The Shortest and Surest Way to Understand Basic Economics. Available at: <https://fee.org/media/14946/economicsinonelesson.pdf>



<i>REGIONAL ECONOMY</i>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1/14 weeks, 42 hours in class	4.5 / Elective	Anastasiia Mostova, Doctor of Science, Associate Professor	135 hours (28 h. lectures, 14 h. seminars/practical, 93 h. self-study time)
<b>Course aims:</b> Students will have to determine the specific of regional economic development; to expose distinctions of regional development and its basic problems; to analyze the internal and external factors of regional development; to estimate the efficiency of possible regional development variants; to offer the solutions of regional development problems.				
<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 status of regional economic development of Ukraine;		Lecture, practical classes, self-study activity, discussion, analysis of statistics		Participation in the discussion, essay, test (CAS)
2. determine economic areas with the purpose of optimal location of the enterprises;		Lecture, practical classes, solving problems, analysis of statistics		Solving problems assessment, test (CAS)
3. determine the basic development problems and productive power of the area and choose the optimal ways of solution of these problem, taking into account general principles of ecological management and regional politics;		Lecture, practical classes, internet search, self-study activities, analysis of statistics, discussion		Participation in the discussion, test, presentation (CAS)
4. determine the development prospects of specific industries and enterprises on the market.		Lecture, practical classes, role play, self-study activities, case study in small groups		Participation in the discussion, essay, participation in the role play (CAS)
Learning outcomes 1-2				Mid-term control (CAS)
Learning outcomes 1-4				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 solving problems, essay and computer multiple choice tests)</b> <b>60% Continuous assessment:</b> 10% Participation in the discussion and the role play 10% Essay (written)				

<p>10% Test  10% Presentation (oral, multimedia)  20% Mid-term control (computer multiple choice tests, solving problems)</p>
<b>Contents</b>
<p><b>Thematic structure of the course:</b>  Object, methods and tasks of course  Legal conformity, principles and actors of the productive power in regional economy  Economic geographic demarcation and territorial economy organization  A region in the system of territorial division of labour forces  Essence, aim and task of regional economic politics  Mechanism of regional economic politics implementation  Economic complex of Ukraine, its structure and transformation in market conditions  Natural and labour forces potential of Ukraine  Inter-branch economic complexes and regional features of its development and siting  Ukrainian economy as the unity of the regional socio-economic systems  Regional economy of Ukraine: the state and development of the prospects  International economic relations of Ukraine and its integration in European and world structures  Sustainable development of productive power factors</p>
<b>Literature</b>
<p><i>Language of teaching Ukrainian</i></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <p>1. Регіональна економіка. Навчальний посібник / І.В. Тараненко, С.С. Яременко, Т.С. Мішустіна та ін. / К.: Кондор, 2013. – 261 с.</p> <p style="text-align: center;"><b>Recommended reading</b></p> <p>2. Савченко В.Ф. Регіональна економіка: навчальний посібник для студ. вищ. навч. закладів / В.Ф. Савченко; М-во освіти і науки, молоді та спорту України. – К.: Кондор, 2012. – 339 с.</p> <p>3. Шевчук Л.Т. Регіональна економіка: Навч. посіб. / Л.Т. Шевчук. – К., 2011. – 319 с.</p> <p>4. Регіональна економіка: підручник / М-во освіти і науки України; за ред. С.П. Качана. – К.: Знання, 2011. – 670 с.</p> <p>5. Лишиленко В.І. Регіональна економіка: Підручник [для студ. вищ. навч. закл.] / В.І. Лишиленко. – К.: Центр учбової літератури, 2009. – 384 с.</p> <p><i>Language of teaching English</i></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <p>1. Amin A. (1999) An institutionalist perspective on regional economic development. International Journal of Urban and Regional Research 23, 365-378.</p> <p>2. Cheshire, Paul and Magrini, Stefano (2008) Urban growth drivers in a Europe of sticky people and implicit boundaries. Journal of Economic Geography, 9 (1). pp. 85-115.</p> <p>3. Crescenzi, Riccardo, Luca, Davide and Milio, Simona (2015) The geography of the economic crisis in Europe: national macroeconomic conditions, regional structural factors and short-term economic performance. Cambridge Journal of Regions, Economy and Society.</p> <p style="text-align: center;"><b>Recommended reading</b></p> <p>1. Jensen R. C., Mandeville T. D., Karunaratne N D (2017). Regional Economic Planning: Generation of Regional Input-output Analysis. Publisher: London: Taylor and Francis.</p> <p>2. Kissling C.C., Taylor M.J., Thrift N.J., Adrian C.J. (2017). Regional impacts of resource developments. Publisher: London: Routledge.</p>

<b><i>CRISIS IN BUSINESS</i></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	3/14 weeks, 56 hours in class	4,5/ Elective	Olha Yevtushenko, Candidate of Science, Associate Professor	135 hours (28 hrs. lectures, 28 hrs. tutorials, 79 hrs. self-study time)
The aim of the discipline is formation in future managers the modern view of the factors in the development of crisis situations at the enterprise and the system of special knowledge of crisis management.				
<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) identify the types of situations and the characteristics of organizations that are likely to be encountered in crisis management situations; 2) apply crisis intervention principles and techniques;  3) articulate the decision-making process taken to manage organizations in crisis; 4) acquire and improve the level of communication on providing the enterprise management information for anti-crisis decision-making; 5) organize analytical work on detection of threats, development and implementation of anti-crisis measures;  6) assess the possibility of financial instability.		Internet search, self-study activities  Lecture, tutorials, discussion  Role play  Problem lecture, discussion  Problem lecture, case study in small groups  Problem lecture, discussion		Presentation (CAS)  Participation in the discussion (CAS)  Participation in the role play (CAS) Participation in the discussion, test (CAS)  Peer small group presentation (CAS)  Participation in the discussion, essay (CAS)  Mid-term control: tests, mini case (CAS) Final exam (FAS)
Learning outcomes 1-6				
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and task)</b> <b>60% Continuous assessment:</b> 5% Participation in the role play 5% Test (multiple choice, computer) 20% Essay (written) 10% Presentation (oral, multimedia) 20% Mid-term control (computer multiple choice tests, mini case)				

## Contents

### Thematic structure of the course:

#### Module 1. Before the crisis

1. Long-range preparation. Reputation Management
2. Gaining Organizational Support for Crisis Planning
3. External Sources for Assistance
4. Creating the Internal Team

#### Module 2. During and after the crisis

5. Conduct Situation Analysis
6. Immediate Organizational Resumption
7. Organization and planning to recover from crisis
8. Human Issues in Crisis Situation
9. Long-Term Recovery

## Literature

### Ukrainian track

#### Compulsory reading

1. Кульчій О. І. Антикризове управління: навч. посіб. Полтава: ПолтНТУ, 2016. 120 с.
2. Птахіна О. М. Антикризове управління: навч.-метод. посіб. Для самостійної роботи. Старобільськ: ДЗ «Луганський національний університет імені Тараса Шевченка», 2017. 164 с. URL: <http://dspace.luguniv.edu.ua/jspui/bitstream/123456789/2251/1/ptakhina.pdf>
3. Березін О. В., Животенко В. О. Антикризове управління аграрними підприємствами: теорія та механізми реалізації: монографія. Полтава: Дивосвіт, 2014. 188 с.

#### Recommended reading

1. Боронос В. Г., Плікус І. Й. Управління фінансовою санацією підприємства. Суми: Сумський державний університет, 2014. 457 с.
2. Гомонай-Стрижко М. В., Якімцов В. В. Антикризове управління підприємством: навч. посіб. Львів: НЛТУ України, 2013. 108 с.
3. Васильєва Т. А., Афанасьєва О. Б. Держава, підприємства та банки в системі антикризового управління: монографія. Суми: Видавництво «Ярославна», 2013. 488 с.
4. Коваленко В. В., Суганяка М. В., Фучеджи В. І. Антикризове управління в системі суб'єктів економічної діяльності: методи та інструменти оцінювання. Одеса: ОДЕУ, 2013. 381 с.
5. Овсієнко О. В. Комплаєнс у бізнес-адмініструванні та його роль у створенні ефективних норм господарської поведінки. *Економічний простір*. 2018. № 134. С. 173–185.
6. Шевченко Л. С. Стратегічний консалтинг: теорія, практика, бізнесіндустрія. *Економічна теорія та право*. 2019. № 2 (37). С. 48-66.
7. Біломістна І. І., Біломістний О. М., Крамська М. С. Антикризове фінансове управління підприємством в сучасних умовах господарювання. *Financial and credit activity: problems of theory and practice*. №14. Vol. p. 90-96. URL: <http://fkd.org.ua/article/view/25079/22535>.
8. Єпіфанова І. Ю., Оранська Н. О. Сутність антикризового управління підприємства. *Економіка та суспільство*. 2016. № 2. С. 265-269.
9. Романяк Г. М. Сутність антикризового управління підприємством в умовах нестабільного ринкового середовища. *Наукові записки*. 2016. № 1. С. 235-239.

### English track

#### Compulsory reading

1. Addo A. et al. Artificial Intelligence For Risk Management BEP, 2020. — 164 p.
2. Liker J.K., Ogden T.N. Toyota Under Fire: Lessons for Turning Crisis into Opportunity McGraw-Hill, 2011. — 273 p.
3. Regester M., Larkin J. Risk Issues and Crisis Management in Public Relations. A Casebook of Best Practic, Kogan Page, 2008, -265 p

### **Recommended reading**

1. Abkowitz M.D. Operational Risk Management: A Case Study Approach to Effective Planning and Response Wiley, 2008. — 290 p.
2. Tarantino Anthony, Cernauskas Deborah. Risk Management in Finance. Six Sigma and other Next-Generation Techniques, Wiley, 2009. — 360 p.
3. Davis Henry A., Sihler William W. Financial Turnarounds: Preserving Enterprise Value Published by Financial Times/Prentice Hall PTR. 2002, 324 p.

*PSYCHOLOGY OF MANAGEMENT AND ORGANIZATIONAL PSYCHOLOGY*

<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	3/14 weeks, 42 hours in class	4.5 / Elective	Olha Lebid, Doctor of Science, Professor	135 hours (28 h. lectures, 14 h. seminars/practical, 93 h. self-study time)

**Course aims:**

The aim is to form in students a system of scientific concepts and basic ideas about aspects of professional activity and human activity as a subject of work, acquaintance of students with concepts, principles, methods of organizational psychology, features of psychologist's work in the organization, analysis of professional activity, scientific analysis of individuals' behavior, groups, organizations in order to understand, anticipate and improve the individual performance of tasks and the functioning of the organization as a whole, taking into account the impact of the external environment.

<b>Learning outcomes</b>	<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:		
1) demonstrate knowledge of psychological features of management, personnel management, features of organization management	Lecture, practical classes, self-study activities, mini cases	Practical skills assessment, oral answers to questions, mini cases (CAS)
2) understand the psychology of personnel policy in management, solving management problems, socio-psychological aspects of management, psychological features of creating the image of the organization and the head	Practical classes, debate, presentation, writing a research paper	Participation in the debates, presentation assessment, written answers to questions (CAS)
3) understand the ethical principles of professional activity of a psychologist in the organization	Practical classes, Internet search	Practical skills assessment, report (CAS)
4) to carry out the psychological analysis of administrative activity and its structural elements	Interactive lecture, self-study activities, presentation	Presentation assessment, oral answers to questions, test (CAS)
5) apply methods and techniques of theoretical and applied research for the needs of management psychology	Lecture, practical classes, role play	Participation in the role play, essay (CAS)
6) to be guided in psychology of administrative functions and methods of psychological influence in management	Seminar, self-study activities, student reports by individuals	Participation in the seminar, student reports assessment,

systems		oral answers to questions (CAS) Participation in the discussion, test (CAS)
7) competently apply the methods of psychological influence in management systems in practice	Lecture, discussion on the basis of lecture materials and students' reading	
8) develop practical recommendations for managers and organizations in order to improve management, business communication, effective management.	Practical classes, debate	Participation in the discussion, practical skills assessment (CAS)
9) successfully work in a team, including taking on different roles	Seminar, self-study activities, student reports by individuals	Participation in the seminar, student reports assessment, oral answers to questions (CAS)
10) demonstrate skills in managing complex actions or projects, responsibility for making decisions in unpredictable conditions	Practical classes, debate	Participation in the debates, practical skills assessment (CAS)
11) make decisions in difficult and unpredictable conditions that require the application of new approaches and forecasting	Seminar, self-study activities, student reports by individuals	Participation in the seminar, student reports assessment, oral answers to questions (CAS)
12) empathically interact, communicate, be tolerant of people with other cultural or gender and age characteristics	Practical classes, Internet search	Practical skills assessment, report (CAS)
Learning outcomes 1-6		Mid-term control^ computational exercises, mini case (CAS)
Learning outcomes 1-12		Final exam (FAS)

**40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)**

**60% Continuous assessment:**

15% Test (multiple choice, computer)

20% Calculative tasks (written)

10% Answers (oral)

15% Mid-term control (computational exercises, mini case)

### Contents

**Thematic structure of the course:**

1. General principles of management psychology
2. Psychological features of realization of functions of planning and the organization
3. Psychological mechanisms of motivation of the personnel of the organization
4. Adaptation of employees in the organization
5. Psychological features of the implementation of the functions of control and motivation
6. Psychology of managerial decision making
7. Personality as an object of management
8. Social group as an object of management

9. Power as a regulator of management
10. The nature of conflict and conflict management in the organization
11. Subject, tasks of organizational psychology
12. Psychological bases of organization management
13. Gender and age features of the psyche and their manifestation in the behavior of the organization's staff
14. Psychological foundations of mental health of employees of the organization
15. The main activities of psychologists working with staff

### **Literature**

#### **Compulsory reading**

1. Орбан-Лембрик Л.Е. Психологія управління: Посібник. К.:Академвидав, 2003. 568 с.
2. Ходаківський Є.І., Богоявленська Ю.В., Грабар Т.П. Психологія управління. 5-те вид. перероб. та доп. підруч. К.: Центр учбової літератури, 2016. 492 с.

#### **Recommended reading**

1. Емельянов С.М. Управление конфликтами в организации. СПб.: «Авалон», 2006. 256 с.
2. Євтушенко О. Н. Психологія управління: [методичні рекомендації до семінарських занять з курсу «Психологія управління» (за кредитно-модульною системою)]. Миколаїв : Вид-во ЧДУ ім. Петра Могили, 2012. 104 с.
3. Лукин, Ю.Ф. Конфликтология : управление конфликтами : учеб. М. : Академический Проект ; Гаудеамус, 2007. 799 с.
4. Мескон М.Х., Альберт М., Хедоури Ф. Основы менеджмента. М.: «Дело», 1992. 702 с.
5. Организационная психология и основы управленческого консультирования : учеб. пособ. Сост.: М.В. Шамардина, Н.А. Першина. Бийск : АГППУ им. В.М. Шукшина, 2017. 200 с.
6. Фопель К. Команда. Консультирование и тренинг организаций. М.: Генезис, 2005. 395 с.
7. Шрагіна Л.І. Основи організаційної психології, методичні рекомендації з організації самостійної роботи студентів. Одеса: Видавництво Бартенєва, 2014
8. Balzac S.R. Organizational Psychology for Managers. 2014.
9. Gilbreth L.M. The Psychology of Management. New York, The Macmillan Company. 2005.
10. In S. Sonnentag (Ed.). Psychological Management of Individual Performance. John Wiley & Sons, Ltd., 2002.
11. Sonnentag S. Psychological Management of Individual Performance. John Wiley & Sons, Ltd., 2002.



<i>BUSINESS COMMUNICATIONS IN MANAGEMENT</i>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	4 / 14 weeks, 42 hours in class	4.5 / Elective	Olena Lytvynenko, Ph.D. (Candidate of Science), Associate Professor	135 hours (28 h. lectures, 14 h. tutorials, 93 h. self-study time)
<p><b>Course aims:</b> The aim of the discipline is to master the knowledge of different forms of business communication necessary for professional work in the field of management, to achieve meaningful results in business cooperation and ensuring the development of communicative competence of the expert by the comprehensive analysis of business situations and effective influence on them in the information society.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
On completion of the course, the student should be able to:				
1) use the common tools for the analysis of the communication structure of organization;		Lecture, tutorials	Test (CAS)	
2) study the communication process and find pattern of its improvement;		Problem lecture, tutorials, discussion	Participation in the discussion, (CAS)	
3) calculate the expenses for establishing sufficient and stable communication inside and outside the organization;		Internet search, self-study activities	Presentation (CAS)	
4) estimate the impact of several factors on the communication process and find ways to avoid bottlenecks in communication structure of organization;		Case-study, Internet search, self-study activities	Peer small group presentation, test (CAS)	
5) identify major theories, concepts, verify ideas and develop solutions to key problems.		Problem lecture, case study in small groups	Peer small group presentation (CAS)	
<b>Assessment</b>				
<p><b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 20% Participation in the discussion 20% Test (multiple choice, computer) 60% Presentation (oral, multimedia)</p>				
<b>Contents</b>				
<ol style="list-style-type: none"> <li>1) Organizational Communication;</li> <li>2) Mass communication &amp; mass media;</li> <li>3) Customer relationship management</li> <li>4) Communications in HRM;</li> <li>5) PR management;</li> <li>6) Negotiations in management;</li> </ol>				

- 7) Goodwill (image of organization) management;
- 8) Communication management at crisis;
- 9) Communication management in international activity;
- 10) Strategic Communication

### **Literature**

#### *Ukrainian track*

#### **Compulsory reading**

1. Жук О. М. Професійні комунікації/ О.М. Жук, Л.Ю. Тиха. – Луцьк : Луцький НТУ, 2017. – 112 с.
2. Гриценко Т.Б. Етика ділового спілкування : навчальний посібник / Т.Б. Гриценко, С.П. Гриценко, Т.Д. Іщенко та ін.. – К.: Центр учбової літератури, 2017. – 344 с.
3. Чистіліна Т. О. Етика та естетика : Навчальний посібник / Т. О. Чистіліна. – ЦУЛ, 2017. – 304 с.
4. Воронкова В.Г., Беліченко А.Г., Мельник В.В. Етика ділового спілкування/ В.Г. Воронкова, А.Г. Беліченко, В.В.Мельник Навчальний посібник для ВНЗ (рекомендовано МОН України) : Навчальний посібник, 2017. –312 с.
5. Акопов Г.Л. Коммуникационный менеджмент/ Г.Л. Акопов. Тема: Учебник для вузов, 2020. – 304 с.

#### **Recommended reading**

1. Бондаренко В. Мобільні застосунки як інструмент комунікації органів державної влади та громадянського суспільства / В. Бондаренко // Наукові праці Національної бібліотеки України імені В. І. Вернадського. - 2019. - Вип. 52. - С. 373-395.
2. Гудзь О. Є. Стратегія і тактика інформаційно-комунікаційного забезпечення економічної безпеки підприємств / О. Є. Гудзь, Л. В. Шмалій // Економіка. Менеджмент. Бізнес. - 2019. - № 3. - С. 64-70.
3. Плахотнікова Л.О. Кон'юнктура та особливості ринку праці інформаційно-комунікаційних технологій в Україні: маркетинговий аспект / Л. О. Плахотнікова, М. О. Іртілач, Т. М. Булах // Економіка. Менеджмент. Бізнес. - 2019. - № 1. - С. 85-91
4. Іщенко М. І. Комунікаційний менеджмент в сучасних організаціях / М. І. Іщенко, Є. В. Міщук, В. С. Адамовська, Д. Д. Усик // Менеджер. - 2018. - № 3. - С. 39-45.
5. Коулман П.Т. Результативний конфлікт / Пітер Т. Коулман, Роберт Фергюсон ; пер.з англ. Інна Софієнко. – 2-ге вид. – К.: Наш формат, 2017. – 312 с

#### **Internet resources**

1. [Електронний ресурс]. - Режим доступу: [http://www.cfin.ru/business-plan/model\\_principles.shtml](http://www.cfin.ru/business-plan/model_principles.shtml)
2. [Електронний ресурс]. - Режим доступу: <http://orlovs.pp.ru/econ.php>
3. [Електронний ресурс]. - Режим доступу: <http://mi.aup.ru/>

#### *English track*

#### **Compulsory reading**

1. Zahidur, R. S. (2019). Communications Management. MA: Lap Lambert Academic Publ.
2. Kaye, M. (2019). Communication management. Frenchs Forest, N.S.W.: Pearson Australia.
3. Miller, K., Conrad, C., & Poole, M. S. (2018). Managing organisational communication. South Melbourne, Vic.: Cengage Learning

#### **Recommended reading**

1. Jackson J. Introducing Language and Intercultural Communication. Routledge Taylor & Francis Group, 2014. 468 p.
2. Miller, K., Conrad, C., & Poole, M. S. (2018). Managing organizational communication. South

Melbourne, Vic.: Cengage Learning

3. Miller, K. (2020). *Organizational Communication: Approaches and processes* (8th ed.). Stamford, CT: Wadsworth Cengage Learning.

<i>PSYCHOLOGY OF STRESS</i>				
<b>Language of teaching</b>	<b>Semester/ Duration</b>	<b>ECTScredits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian	4/14 weeks, 42hours in class	4,5 / Elective	Tetiana Yermolaieva, Senior Lecturer	135 hours (28 h. lectures, 14 h. seminars/practical, 93 h. self-study time)
<b>Course aims:</b> The aim of the discipline: to form in students a set of basic concepts and skills to determine the need for psychological assistance, assess the scope of this assistance, determine the direction and conditions of its provision, forces and means necessary to prevent harm to humans in connection with it is located, and minimize the consequences of harm, to form basic skills of psychotherapeutic way of thinking and working with traumatized people.				
<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) effectively solve quite complex practical problems in the organization of psychological activities in professional fields, where there is an increased risk of extreme and crisis situations, as well as with people affected by extremes.		Lecture, problem lecture, lecture-reflection, seminar, discussion on the materials of the lecture and the studied literature sources, seminar-debate, seminar-dialogue, problem-solving, seminar-solution of situational problems analysis of specific situations (case-study)	Participation in discussions (seminars, debates, brainstorming, etc.), essays (CAS)	
2) to have techniques and methods of managing the motivation of a person who found himself in emergency conditions, methods of regulation of mental states, methods of psychocorrection and psychotherapy of the negative consequences of traumatic effects of extreme situations.		Seminar-dialogue, problem-solving, work in microgroups, seminar-solution of situational problems analysis of specific situations (case-study), presentations, project work, Internet search	Oral answers to questions, problem solving (problem situations), explanation of problem solving, presentation evaluation (CAS)	
3) to develop strategies for psychological support of professional activity of specialists working in extreme conditions. independently		Problem solving, work in microgroups, seminar-solution of	Oral answers to questions, problem solving (problem	

<p>carry out psychodiagnostics of crisis states;</p> <p>4) analyze the data obtained and develop a strategy for psychotherapeutic work with people who are unable to solve existential problems;</p> <p>5) to carry out psychotherapeutic work;</p> <p>6) use psychotherapeutic techniques and techniques aimed at influencing consciousness and behavior;</p> <p>7) collect and interpret information and choose methods and tools for solving professional tasks of psychological assistance and correctional and developmental work</p>	<p>situational problems (case-study), game technologies, presentations, project work, Internet search, tests</p> <p>Game technologies, presentations, project work, Internet search</p> <p>Problem solving, work in microgroups, seminar-solution of situational problems (case-study), game technologies, presentations, project work, Internet search, tests, Simulation methods, presentations, project work, Internet search, Seminar-solution of situational problems (case-study),</p> <p>Problem solving, work in microgroups, seminar-solution of situational problems (case-study), game technologies, presentations, project work, Internet search, tests</p> <p>Independent work, presentations, project work, Internet search.</p>	<p>situations), participation in a role play (business game) (CAS)</p> <p>Participation in a role play (business game), evaluation of the presentation (CAS)</p> <p>Oral answers to questions, problem solving (problem situations), participation in a role play (business game) (CAS)</p> <p>Research project, evaluation of the presentation (individual presentation) (CAS)</p> <p>Presentation in small groups, evaluation of the presentation (microgroup presentation), evaluation of student reports (CAS)</p>
<p><b>Assessment</b>  <b>100% Final assessment as a result of Continuous assessment (100%)</b>  10% Participation in a discussion)</p>		

20% Presentation (oral, multimedia)  
30% Individual tasks (research project)  
40% Mid-term control (reports, essays)

### Contents

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

#### **MODULE 1. THEORETICAL FUNDAMENTALS OF PSYCHOLOGY OF CRISIS AND EXTREME STATES**

1. Introduction to the psychology of crisis and extreme conditions
2. Crisis situations
3. Psychology and psychophysiology of stress
4. Trauma and consequences of trauma

#### **MODULE 2. FEATURES OF PSYCHOTHERAPEUTIC AND PSYCHO CORRECTIONAL WORK WITH MILITARY SERVANTS AND MEMBERS OF THEIR FAMILIES**

5. Psychological features of servicemen participating in hostilities
6. Diagnosis of the consequences of participation in hostilities
7. Principles, tasks and stages of psychological rehabilitation of servicemen and veterans of hostilities

### Literature

#### **Compulsory reading**

1. Александровский Ю., Лобастов О., Спивак И. и др. Психогении в экстремальных ситуациях. – М., 1991
2. Василюк Ф.Е. Психология переживания. М.: МГУ, 1984
3. Водопьянова И. Синдром выгорания. – М., 2005
4. Корекційна робота психолога // упоряд. О. Главник. – К.: Шкільний світ, 2002. – 112 с.
5. Моховиков А. Н., Дыхне Е. А. Кризисы и травмы. - М. - 2007
6. Попова Р.Р. Психологическая помощь в кризисных и чрезвычайных ситуациях: Учебное пособие. – Казань: Издательство Казанского ун-та, 2013.
7. Психология экстремальных ситуаций: Хрестоматия / сост. А.Е. Сельченко/. – М.: АСТ, Мн.: Харвест. – 2002. – 480 с.
8. Титаренко Т.М. Життєві кризи: технології консультування. Перша частина. – К.: Главник, 2007. – 144 с.
9. Титаренко Т.М. Життєві кризи: технології консультування. Друга частина. – К.: Главник, 2007. – 176 с.
10. Яценко Т.С. Основы глубинной психокоррекции: феноменология, теория і практика: Навч. Посібник. – К.: 2006. – 254 с.
11. Урсула Виртц Йогр Цобели Жажда смысла. Человек в экстремальных ситуациях. Пределы психотерапии. Серия «Современная психотерапия. - М: Когито-Центр, 2015. - 169 с.
12. Ван дер Харт. Призраки прошлого. Структурная диссоциация и терапия последствий хронической психической травмы. - М.: Когито-Центр, 2013. — 496 с.

#### **Recommended reading**

1. Короленко Ц.П. Психология человека в экстремальных условиях. – Л.: Наука, 1978.
2. Лоренсо Луис Алексис. Психологічні основи міжнародних реабілітаційних програм для потерпілих від крупномасштабних критичних інцидентів // автореф. дисс. на здобуття наукового ступеня канд. психол. наук. – Харків, 2000
3. Луппо С. Е. Стратегії подолання психічної травми //Соціальна психологія. – Київ: Український центр політичного менеджменту, 2004. - № 5 (7), с.25-35.
4. Луппо С.Е. Методи психологічного консультування та психотерапії посттравматичних станів. // Сучасні напрямки психологічного консультування в системі

- освіти. – Збірник матеріалів конференції. – Київ: КМПУВ ім. Б. Грінченка, 2001.
5. Тарабрина Н.В. Практикум по психологии посттравматического стресса. – СПб: Питер, М.- Харьков- Минск, 2001. – 27
  6. Устінова Т., Глазкова А., Донець Ю. Батьки повертаються з війни: Розповідь про сімейне відновлення. – К.: 2020. – 64 с.
  7. Hunger Nach Sinn. Menschen in Grenzsituationen. Grenzen der Psychotherapie. Wirtz Ursula, Zöbeli Jürg, 1995.

<i>INTERNATIONAL ECONOMIC RELATIONS</i>				
<b>Language of teaching</b>	<b>Semester/ Duration</b>	<b>ECTScredits / Type of course (mandatory, elective)</b>	<b>Course Coordinator</b>	<b>Student workload</b>
Ukrainian, English	5/14 weeks, 56 hours in class	3,5 / Elective	Alisa Magdich, Ph.D. (Candidate of Science), Associate Professor Olexandr Zadoia, Ph.D. (Candidate of Science), Associate Professor	180 hours (28 h. lectures, 28 h. seminars/practical, 124 h. self-study time)
<b>Course aims:</b> The aim of this course is to develop an ability to analyse complex international economic data, provide solutions on problems of international trade, international migration of factors of production, international monetary system economic integration and globalization.				
<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 the terminology describing international economic relations; classify the theories and concepts of international economics and be able to synthesise them;			Lecture, crossword puzzles, quiz	Test, oral answers to questions, exercise (CAS)
2) ability to assess the consequences of labor migration, capital movements, application of trade policy instruments;			Lecture, tutorials, panel discussion, solving calculative tasks	Participation in the discussion, making calculations and explanation of results, test (CAS)
3) understand and comment intelligently on the procedures and supervisory mechanisms of the Balance of Payment elements and their practical application;			Lecture-demonstration, case study	Participation in the discussion, explanation of solving problems(CAS)
4) assess the challenges and opportunities resulting from international economics;			Discussion conducted by teacher, class projects	Test, individual report, presentations (CAS)
5) improve the capacity to transmit information and to give informed advice on issues relating to the international economy and to be able to synthesize and share, both with their colleagues and with the general public, the results of tasks for which they are,			Problem lecture, case study, internet search, survey, role play	Participation in the discussion, student-group reports, essay, test, (CAS)



individually or as a group, responsible Learning outcomes 1-3		Mid-term control: tests, essay (CAS)
Learning outcomes 1-5		Final exam (FAS)
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (1 set of written assignments, which includes 2 tasks and an essay)</b> <b>60% Continuous assessment:</b> 5% Participation in the debate 5% Test (multiple choice, computer) 10% Essay (written) 20% Calculative tasks (written) 20% Mid-term control (computer multiple choice tests, essay)		
<b>Contents</b>		
<b>Thematic structure of the course:</b> Internationalization of economic development The environment of international economic relations International trade International investments International credit International labor migration World monetary system International settlements and balance of payments International economic integration Globalization and economic development International economic policy		
<p style="text-align: center;"><b>Literature</b></p> <p style="text-align: center;"><i>Language of teaching Ukrainian</i></p> <p style="text-align: center;"><b>Compulsory reading</b></p> 1. Міжнародна економіка Підручник [Текст] / В.В. Білоцерковець, О.О. Завгородня, В.К. Лебедєва та ін. / За ред. А. О. Задой, В. М. Тарасевича. – К.: Центр учбової літератури, 2012. – 327 с. (базовий підручник). 2. Козак Ю. Г. Міжнародна економіка: в питаннях та відповідях [текст] підруч. / Ю. Г. Козак. – К.: Центр учбової літератури, 2017. – 228 с. 3. Киреев А. П. Международная экономика: В 2 ч.: Учеб. пособие для вузов по спец. - Ч.1. - М.: Междунар.отношения, 2017. 4. Киреев А. П. Международная экономика: В 2 ч.: Учеб. пособие для. - Ч.2. - М.: Междунар.отношения, 2017. 5. Світова економіка : підручник [Текст]/ за ред. А. П. Голікова, О. А. Довгаль. – Х. : ХНУ імені В. Н. Каразіна, 2015. – 268 с. 6. Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2015). International economics. Theory and policy. global ed.		
<p style="text-align: center;"><b>Recommended reading</b></p> 1. Куцик П.О. Глобальна економіка: принципи становлення, функціонування, регулювання та розвитку : монографія [Текст] / П.О. Куцик, О.І. Ковтун., Г. І. Башнянин. – Львів: Видавництво ЛКА, 2015. – 594 с. 2. Міжнародні економічні відносини : підручник / А.А. Мазаракі, Т.М. Мельник, Л.П. Кудирко та ін.; за заг. ред. А.А. Мазаракі, Т.М. Мельник. – Київ : Київ. нац. торг.-екон. ун-т, 2017. – 612 с. 3. Міжнародні економічні відносини: практикум [Електронний ресурс]. Навч. посіб. для студ. галузі знань 0305 «Економіка та підприємництво» напряму підготовки 6.030503 «Міжнародна економіка» / В.В. Дергачова, О. М. Згуровський, І.М. Манаєнко; КПІ ім.		

- Ігоря Сікорського. – Електронні текстові дані (1 файл: 832 Кбайт). – Київ : КПП ім. Ігоря Сікорського, 2018. – 80 с. Режим доступу: [https://ela.kpi.ua/bitstream/123456789/23063/1/mizhnarodni\\_ekonom\\_vidnosyny.pdf](https://ela.kpi.ua/bitstream/123456789/23063/1/mizhnarodni_ekonom_vidnosyny.pdf) - вільний. Мова укр.
4. Carbaugh, R. (2016). International economics. Nelson Education.
5. Jovanović, M. N. (2015). The economics of international integration. Edward Elgar Publishing.
6. Central Intelligence Agency. The World Factbook [Електронний ресурс]. – Режим доступу: <https://www.cia.gov/library/publications/the-world-factbook/geos/up.html#top>. Мова англ.
7. Статистичний довідник України [Електронний ресурс]. – Режим доступу: <http://www.ukrstat.gov.ua/>. Мова укр.
8. Національний банк України [Електронний ресурс]. – Режим доступу: <https://bank.gov.ua/>. Мова укр.
9. International Monetary Fund [Електронний ресурс]. – Режим доступу: <https://www.imf.org/external/index.htm> - вільний. Мова англ.
10. The World Bank [Електронний ресурс]. – Режим доступу: <https://www.worldbank.org/> - вільний. Мова англ.
11. United Nations [Електронний ресурс]. – Режим доступу: <https://www.un.org/> - вільний. Мова англ.
12. World Trade Organisation [Електронний ресурс]. – Режим доступу: <https://www.wto.org/> - вільний. Мова англ.

### *Language of teaching English*

#### **Compulsory reading**

1. Krugman, P. R. (2008). International economics: Theory and policy, 8/E. Pearson Education India.
2. Feenstra R. C. (2015). Advanced international trade: theory and evidence. – Princeton university press.
3. Rates E., Market E. (2018). International economics: theory and policy.
4. Vernon R. (2015) International investment and international trade in the product cycle //International Business Strategy, Routledge, P. 35-46
5. Šovran S., Hadžić M. (2016). Forms of international movement of capital with special emphasis on the PPP and concessions //Spatium, P. 55-60.
6. Felbermayr G., Grossmann V., Kohler W. (2015) Migration, international trade, and capital formation: Cause or effect? //Handbook of the economics of international migration. – North-Holland, T. 1, P. 913-1025.

#### **Recommended reading**

1. Cerutti E., Claessens S., Puy D. (2019). Push factors and capital flows to emerging markets: why knowing your lender matters more than fundamentals //Journal of International Economics, T. 119, P. 133-149.
2. Eichengreen B. (2019) Globalizing capital: a history of the international monetary system. – Princeton University Press.
4. Neary J. P. (2016). International trade in general oligopolistic equilibrium //Review of International Economics, T. 24, №. 4, P. 669-698.
6. Korinek A. (2018). Regulating capital flows to emerging markets: An externality view //Journal of International Economics, T. 111, P. 61-80.
7. Pasricha G. K. et al. (2018). Domestic and multilateral effects of capital controls in emerging markets //Journal of International Economics, T. 115, p. 48-58.
8. Araujo L., Mion G., Ornelas E. (2016). Institutions and export dynamics //Journal of International Economics, T. 98, P. 2-20.
10. Central Intelligence Agency. The World Factbook. Available at:

<https://www.cia.gov/library/publications/the-world-factbook/geos/up.html#top>

9. Статистичний довідник України Available at: <http://www.ukrstat.gov.ua/>

10. Національний банк України. Available at: <https://bank.gov.ua/>

11. International Monetary Fund. Available at: <https://www.imf.org/external/index.htm>

12. The World Bank. Available at: <https://www.worldbank.org/>

13. United Nations. Available at: <https://www.un.org/>

14. World Trade. Available at: <https://www.wto.org/>

<i>STAFF MOTIVATION</i>				
<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	5/14 weeks, 56 hours in class/	6 / Elective	Hanna Mytrofanova, Doctor of science, Professor	180 hours (28 h. lectures, 28 h. tutorials, 124 h. self-study time)
<p><b>Course aims:</b> The purpose of the discipline is the formation of theoretical and applied knowledge in the field of staff motivation, strengthening the work activity of staff, improving the quality of performance by means of modern methods of motivation, skills and abilities to independently analyze the state of staff motivation and develop recommendations for its strengthening; development of abilities to substantiate and make decisions on motivational management.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) understand the features of the concepts of staff motivation;		Problem lecture, discussion		Participation in the discussion, Essay, test (CAS)
2) understand the basic methodological approaches to staff motivation;		Problem lecture, discussion, case study in small groups		Case study (CAS) Oral presentation
3) effectively develop the main directions of increasing the level of motivation of subordinates;		Problem lecture, self-study activities		Report (CAS)
4) effectively use methods to build the process of staff motivation;		Internet search, self-study activities		Peer small group presentation (CAS)
5) successfully apply modern methods and tools of staff motivation;		Problem lecture, workin small group discussion		Participation in the discussion, group presentation (CAS)
6) create and organize effective team activities;		Problem lecture, case study in small groups		Participation in the discussion, role play (CAS)
7) effectively introduce modern forms and methods of tangible and intangible motivation.		Problem lecture, discussion, role play		Participation in the discussion, role play (CAS)
<p><b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 30% Participation in the discussion 20% Participation in the role play</p>				

20% Case study  
30% Presentation (oral, multimedia)

## Contents

### Thematic structure of the course:

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

## Literature

### *Ukrainian track*

#### Compulsory reading

1. Дмитренко Г.А. Мотивация и оценка персонала : [Учеб. пособ.] / Дмитренко Г.А., Шарапатова Е.А., Максименко Т.М. – К. : МАУП, 2002. – 248 с.
2. Колот, А. М. Мотиваційний менеджмент : підручник / А. М. Колот, С. О. Цимбалюк. — К. : КНЕУ, 2014. — 479 с.
3. Лоулер Е. та ін. Мотиваційний менеджмент: теоретичний аспект. Київ, 2017. 160 с.

#### Recommended reading

1. Аграмакова Н. В., Литовченко І. В. Сутність компенсаційного пакету як інструменту управління соціально відповідальним підприємством. Економічні проблеми сталого розвитку: Матеріали Міжнародної науково-практичної конференції імені проф. Балацького О. Ф. (Суми, 11–12 травня 2016 р.). Том 1., 2016. С. 266–267.
2. Армстронг М. Оплата труда. Практическое руководство по построению оптимальной системы оплаты труда и вознаграждения персонала / М. Армстронг, Т. Стивенс ; пер. с англ. — Днепропетровск : Баланс Бизнес Букс, 2006.
3. Иванова С. В. Мотивация на 100 %: А где же у него кнопка? / С. В. Иванова. — М. : Альпина Бизнес Букс, 2006.
4. Колот А. М. Мотивація персоналу : підручник / А. М. Колот. — К. : КНЕУ, 2002
5. Милкович Дж. Т. Система вознаграждений и методы стимулирования персонала / Дж. Т. Милкович, Дж. М. Ньюман : пер. с англ. — М. : Вершина, 2005.
6. Минчингтон Б. HR-бренд: Как стать лидером. Строим компанию мечты / Б. Минчингтон ; пер. с англ. — М. : Юнайтед Пресс, 2011
7. Назарова Г. В. Управління соціально-трудовою сферою підприємства : монографія / Г. В. Назарова, С. Ю. Гончарова, Н. В. Водницька ; за заг. ред. Г. В. Назарової. — Харків : Вид. ХНЕУ, 2010
8. Одегов Ю. Г. Мотивация персонала : учеб. пособие. Практ. задания (практикум) / Ю. Г. Одегов, Г. Г. Руденко, С. Н. Апенько, А. И. Мерко. — М. : АльфаПресс, 2010.
9. Прохоровська С., Островерхов В., Запорожан Л. Винагорода за працю в мотивації персоналу в сфері публічного управління. Регіональні аспекти розвитку продуктивних сил України. 2018. №. 22. С. 92–97.
10. Сартейн Л. Люди — «начинка» бренда. Восемь принципов объединения ваших сотрудников и вашего бизнеса / Л. Сартейн, М. Шуманн. — Днепропетровск : Баланс Бизнес Букс, 2007.
11. Семенова Л. Ю., Татаринова К. С. Розробка ефективного мотиваційного

- механізму діяльності підприємства. Молодий вчений. 2017. Т. 65. №. 1. С. 239–241.
12. Хендерсон Р. Компенсационный менеджмент. Стратегия и тактика формирования заработной платы и других выплат / Р. Хендерсон. — СПб. : Питер, 2004.
13. Шкільняк М. Менеджмент у системі корпоративного управління. Вісник Тернопільського національного економічного університету. 2016. №. 2. С. 7–20.
14. Щербак В. Г., Коваленко М. Ю. Мотиваційний менеджмент в сучасних умовах підприємництва в Україні. Вісник Київського національного університету технологій та дизайну. Серія Економічні науки. 2017. С. 99–112.

### *English track*

#### **Compulsory reading**

1. Armstrong Michael. Handbook of Employee Reward Management and Practice 2nd ed. — Kogan Page Ltd., 2007. — 548 p.
2. Rogers S. Communicating Total Rewards. How-To Series for the HR Professional / S. Rogers, S. Marcotte. — WorldatWork Press, 2010.
3. Griffin R.W. Organizational Behavior: Managing People and Organizations 11th ed. — Cengage Learning, 2013. — 624 p. — ISBN 1133626696, 9781133626695.
4. Gagne M. (Ed.) The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory / Oxford University Press, UK, 2014. — 465 p. — (Oxford Library of Psychology). — ISBN 019979491X.
5. Milkovich G. T. Compensation / G. T. Milkovich, J. M. Newman ; 10th edition. — McGraw-Hill/Irwin , 2010.

#### **Recommended reading**

- 1) Fuehrer V. Total Reward Strategy: A prescription for organizational survival / V. Fuehrer // Compensation & Benefits Review. — 1994. — № 26 (1), February. — P. 44—53.
- 2) Gomez-Mejia L. R. Compensation, organizational strategy, and firm performance / L. R. Gomez-Mejia, D. B. Balkin. — Cincinnati, Ohio : South-Western Pub. Co., College Division, 1992.
- 3) Gordon, Judith R. Organizational Behavior: A Diagnostic Approach. / Judith R. Gordon. 7th ed. Upper Saddle River, NJ: Prentice Hall, 2001.
- 4) Hamel M. C. Compensation guide / M. C. Hamel. // A Manual on Compensation Practice and Theory. — 2008. — March.
- 5) Heneman R. Implementing Total Rewards Strategies. A guide to successfully planning and implementing a total rewards system: SHRM Foundation's Effective Practice Guidelines Series / R. Heneman. — SHRM Foundation, 2007.
- 6) Herzberg, Frederick The Motivation to Work. / F. Herzberg, B. Mausner, and B. Snyderman. New York: McGraw-Hill, 1959.
- 7) Herzberg F. Motivation to work. Routledge, 2017. 218 p.
- 8) Jones, Gareth R. Contemporary Management. / Jones, Gareth R., Jennifer M. George, and Charles W.L. Hill. 2nd ed. Boston: Irwin/McGraw-Hill, 2000.
- 9) Maslow, Abraham H. Motivation and Personality. / Abraham Maslow. New York: Harper & Row, 1954.
- 10) Porter, Lyman W. Motivation and Work Behavior. / Porter, Lyman W., Gregory Bigley, and Richard M. Steers. 7th ed. New York: McGraw-Hill/Irwin, 2002.
- 11) Vroom, Victor H. Work and Motivation. / Victor H. Vroom. New York: John Wiley & Sons, 1964.
- 12) McPheat Sean. MTD Training. Personal Confidence & Motivation / Bookboon, 2013. — 56 p. — ISBN: 978-87-7681-665-0.

<i>NEGOTIATION</i>				
<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	5/14 weeks, 42 hours in class/	5 / Elective	Hanna Mytrofanova, Doctor of science, Professor	150 hours (28 h. lectures, 14 h. tutorials, 108 h. self-study time)
<b>Course aims:</b> The purpose of the course is to form the necessary skills for applicants to conduct effective business negotiations, meetings, public speeches, communication with foreign business partners.				
<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 main categories: business communication, negotiations, principled approach, negotiation tactics, negotiation strategy, caucus, principles of the negotiation process, analysis of the results of negotiations;		Problem lecture, discussion	Participation in the discussion, Essay, test (CAS)	
2) understand the features and characteristics of the negotiation process; the structure of the negotiation process; business negotiation styles; tactics in negotiating in different styles;		Problem lecture, discussion, case study in small groups	Case study (CAS) Oral presentation	
3) effectively used methods of preparation for business negotiations, basic technological methods of negotiation;;		Problem lecture, self-study activities	Report (CAS)	
4) effectively use methods of influence in the negotiation process; basic techniques for solving problems and making decisions in the process negotiations;		Internet search, self-study activities	Peer small group presentation (CAS)	
5) ethical features and business etiquette in the process of conducting negotiations;		Problem lecture, workin small group discussion	Participation in the discussion, group presentation (CAS)	
6) understand the peculiarities of negotiating with foreign business partners;		Problem lecture, case study in small groups	Participation in the discussion, role play (CAS)	
7) effectively create a favorable climate for negotiations.		Problem lecture, discussion, role play	Participation in the discussion, role play (CAS)	
<b>Assessment</b>				

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

- 30% Participation in the discussion
- 20% Participation in the role play
- 20% Case study
- 30% Presentation (oral, multimedia)

**Contents****Thematic structure of the course:**

- Topic 1. Specifics and features of negotiations. The main stages of negotiations
- Topic 2. Models of the negotiation process.
- Topic 3. Negotiation strategies
- Topic 4. Preparation for effective negotiations
- Topic 5. Tactics of negotiations
- Topic 6. Behavior at the main stages of business negotiations. The art of asking questions. Argument. Manipulative technologies. Dealing with objections.
- Topic 7. Stratagem model of negotiations
- Topic 8. Personal negotiation styles
- Topic 9. International negotiations. Culture and technique of communication in the process of international negotiations.
- Topic 10. National styles of negotiation

**Literature***Ukrainian track***Compulsory reading**

1. Ведення ділових бесід та переговорів. Навчально – методичний посібник / Укл. В.М.Глух – Кіровоград : КНГУ, 2005. – 94 с.
2. Каплунов Д. (2019). Як писати комерційну пропозицію / Фабула, 2019. – 352 с.
3. Кові С. (2017). Восьма звичка. Від ефективності до величі / Клуб Сімейного Дозвілля, 2017. –496 с.
4. Фишер, Р. Переговоры без поражения. Гарвардский метод / Роджер Фишер, Уильям Юри, Брюс Паттон ; пер. с англ. Татьяны Новиковой. — 2-е изд — М.: Манн, Иванов и Фербер, 2013. — 272 с.

**Recommended reading**

1. Кеннеди Г. Переговоры: полный курс. / Г. Кеннеди. // М.: Альпина. – 2016. – 452 с.
2. Карнеги, Дейл. Как выработать уверенность в себе и влиять на людей, выступая публично. Как завоевывать друзей и оказывать влияние на людей. Как перестать беспокоиться и начать жить / Дейл Карнеги.-6-е изд. - Минск: Попурри, 2006. – 483 с.
3. Кондо М. Магическая уборка. Японское искусство наведения порядка дома и в жизни / М. Кондо — «ОДРИ», 2011. — (Метод КонМари. Японские секреты идеального порядка)
4. Ачор Ш. Преимущество счастья. 7 принципов успеха по результатам исследований компаний из списка Fortune / Ш. Ачор — «Эксмо», 2010.
5. Экман Пол «Психология эмоций. Я знаю, что ты чувствуешь»: Питер; СПб; 2010.
6. Экман П. Психология лжи. Обмани меня, если сможешь Серия: Сам себе психолог Издательство: Питер, 2010. 304 стр.
7. Палеха Ю. І. Етика ділових відносин: Навч. посіб. – К.: Кондор, 2008. – 356 с.
8. Сьюэлл Карл, Браун Пол Б. Клиенты на всю жизнь / Карл Сьюэлл, Пол Браун: Издательство «Манн, Иванов и Фербер» ; Москва; 2014.
9. Роум Д. (2017). Говори та показуй / Vivat, 2017. –224 с.
10. Яромич С. А., Кусик Н. Л., Петриченко П. А. Менеджмент переговорів:



Стратегия и тактика Учебное пособие.- Одесса, 2001. –140 с.

*English track*

**Compulsory reading**

1. Jung Stefanie, Krebs Peter. (2019). The Essentials of Contract Negotiation / Springer Nature Switzerland AG, 2019. — 242 p.
2. Lewicki Roy J., Barry Bruce, Saunders David M. (2015). Negotiation: Readings, Exercises, and Cases / 7th Edition. — McGraw-Hill Education, 2015. — 724 p. — ISBN-13 978-0077862428; ISBN-10 0077862422.

**Recommended reading**

1. Business Negotiation Skills. 5 Common Business Negotiation Mistakes Negotiation Special Report #10 Copyright 2012 by Harvard University — 14 p.
2. Gates Steve. (2016). The Negotiation Book: Your Definitive Guide to Successful Negotiating / 2nd Edition. — Capstone, 2016. — 231 p. — ISBN 978-1-119-15546-1.
3. HBR's 10 Must Reads On Negotiation / Brighton, Massachusetts (USA): Harvard Business Publishing, 2019. — 208 p.
4. Lewicki Roy J., Barry Bruce, Saunders David M. (2016). Essentials of Negotiation / 6th edition. — McGraw-Hill Education, 2016. — 317 p. — ISBN10 0077862465; ISBN13 9780077862466.
5. McCarthy A., Hay S. (2015). Advanced Negotiation / Techniques Apress, 2015. — 162 p. — ISBN: 9781484208519, 9781484208502
6. Williams Greg, Iyer Pat. (2016). Body Language Secrets to Win More Negotiations: How to Read Any Opponent and Get What You Want / Career Press, 2016. — 224 p. — ISBN 978-1632650597.

**ETIQUETTE AND BASICS OF INTERNATIONAL PROTOCOL**

<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	5/14 weeks, 42 hours in class	5 / Elective	Iryna Shkura, Ph.D. (Candidate of Science), Associate Professor	150 hours (28 h. lectures, 14 h. seminars/practical, 108 h. self-study time)

**Course aims:**

to help students to understand the role of business etiquette and international protocol in the modern business communication and negotiation activity, the nature of many differences in cross-cultural behaviour, the rules of organizing social and professional relations, collective and individual behaviour, etiquette as an international “language” and rules in fast changing international business communication, the types of etiquette depends on a region and country, the position of the people, the profession etc.

<b>Learning outcomes</b>	<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
<p>On completion of the course, students will be able to:</p> <p>Students will be able to understand and evaluate data relevant to the etiquette, analyse and categorise concepts and theories and possess subject-specific terminology applicable in a business setting.</p> <p>On completion of the module, students will:</p> <ol style="list-style-type: none"> <li>1) understand the role of etiquette in modern business practices, moral relations of rational-emotional sphere;</li> <li>2) be able to list the structural elements of etiquette, its functional organization and arrangement of social and professional relations, collective and individual behaviours;</li> <li>3) be able to apply cultural stereotypes of social and professional communication, to build the effective relationships in business practices, media, communities and groups;</li> <li>4) be able to develop their own culture of business communication;</li> <li>5) be able to achieve personal success in future careers by understanding the rules of etiquette and international protocol.</li> </ol> <p>Learning outcomes (1-3)</p>	<p>Interactive lecture, seminars, discussion on the basis of lecture materials and students’ reading</p> <p>Lecture, seminar, self-study activities</p> <p>Seminars, role play, mini cases in small groups</p> <p>Role play, presentation</p> <p>Seminars, self-study activities, class discussion</p>	<p>Participation in the discussion, oral answers to questions, written test (CAS)</p> <p>Student reports assessment, test (CAS)</p> <p>Participation in the role play, Presentation (CAS)</p> <p>Participation in the role play, peer small group presentation (CAS)</p> <p>Participation in the discussion, test, practical skills assessment (CAS)</p> <p>Mid-term control: written tests, mini case (CAS)</p>

**Assessment**

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

10% Participation in the discussion

10% Participation in the role play

40% Presentation (oral, multimedia)

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

**Contents****Thematic structure of the course:**

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

**Literature**

*Language of teaching Ukrainian*

**Compulsory reading**

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

**Recommended reading**

1. Жернакова М.Б. Деловые коммуникации: Учебник и практикум. - М., Юрайт, 2016.
2. Martin, J., & Chaney, M., 2008, "Global Business Etiquette", Greenwood press.

*Language of teaching English*

**Compulsory reading**

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

**Recommended reading**

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

<i>BUSINESS PROCESS REENGINEERING</i>				
<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	6 /14 weeks, 56 hours in class	4 / Elective	Zhanna Piskova, PhD (Candidate of Science), Associate Professor	150 hours (28 h. lecture, 28 h. seminars, 94 h. self study time)
<b>Course aims:</b> The aim of the course is to form theoretical knowledge and practical skills in the use of technology reengineering of business processes in the restructuring of enterprises and performance management business processes based on modern information technology, lighting the theoretical foundations of business process modeling and management, organizational and methodological issues of the work of reengineering and future management business process				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
1) highlight business processes in the enterprise management system;		Lecture, discussion, internet search		Participation in the discussion, essay, test (CAS)
2) create a system of strategic goals and performance of the company;		Lecture, practical classes, business game, case study in small groups, solving problems		Practical skills assessment, solving problems, case study presentation, participation in the business game (CAS)
3) identify the main components of the operational management of the company on the basis of the process approach;		Lecture, practical classes, self-study activities, business game, solving problems		Practical skills assessment, solving problems, participation in the business game (CAS)
4) develop a strategy for business process reengineering;		Practical classes, case study, case study, solving problems		Practical skills assessment, case study presentation, solving problems (CAS)
5) select according to the different functional areas of methods, models and algorithms research systems and subsystems of business processes;		Practical classes, case study, solving problems		Practical skills assessment, case study presentation, solving problems (CAS)
6) identify objectives and criteria of business processes optimization based on key		Practical classes, self-study activities, internet		Practical skills assessment,

performance indicators;  7) form a business process reengineering team.  Learning outcomes 1-3  Learning outcomes 1-4	search, case study, business game  Practical classes, , solving problems	presentation, participation in the business game (CAS) Practical skills assessment, solving problems (CAS)  Mid-term control: tests, mini case (CAS) Final exam (FAS)
<b>Assessment</b> <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b> <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b> <b>60% Continuous assessment:</b> 10% Participation in the business game 10% Practical skills assessment 10% Solving problems 10% Presentation (oral, multimedia) 20% Mid-term control (computer multiple choice tests, mini case)		
<b>Contents</b>		
<b>Thematic structure of the course:</b> <b>Module 1. Reengineering and management of business processes based on modern computer technology</b> The methodology of reengineering business General characteristics of work on reengineering business processes Methods of business process reengineering <b>Module 2. Technology structural analysis of business processes</b> Technology of Costing business processes Technology dynamic analysis of business processes Business Process Management		
<b>Literature</b>		
<i>Ukrainian track</i>  <p style="text-align: center;"><b>Compulsory reading</b></p> 1. Апопій В. В., Серета С. А., Шутівська Н. О. Реінжиніринг бізнеспроцесів: навч. посіб. для вивч. курсу та самост., індивід. роботи студ. ден. і заоч. форм навчання. Львів: Вид-во Львів. комерц. акад., 2013. 159 с. 2. Берідзе Т. М., Кононенко В. В., Пасічник Н. В. Засади моніторингу у реінжинірингу: монографія. Кременчук: Щербатих О. В. [вид.], 2016. 143 с. Галич О. А., 3. Данченко О. Б. Практичні аспекти реінжинірингу бізнес-процесів: навч. посіб. Київ: Ун-т економіки та права «КРОК», 2017. 238 с. 4. Копішинська О. П., Уткін Ю. В. Управління інформаційними зв'язками та бізнес-процесами: навч. посіб. Полтава: Фінарт, 2016. 243 с. 5. Хаммер М., Чампи Д. Реінжиніринг корпорації. Манифест революції в бізнесі. Москва: Манн, Иванов и Фербер, 2011. 288 с.		
<b>Recommended reading</b>		

1. Алькема В. Г. Реінжиніринг бізнес-процесів логістичного комплексу компанії. *Вчені записки університету «КРОК». Серія: Економіка*. 2019. Вип. 2. С. 126-136. URL: [http://nbuv.gov.ua/UJRN/Vzuk\\_2019\\_2\\_17](http://nbuv.gov.ua/UJRN/Vzuk_2019_2_17)
2. Баншиков П. Г., Гордієнко В. М., Кизенко О. О. та ін. Управління бізнес-процесами підприємства. Комплексний тренінг: навч. посіб. Київ: КНЕУ, 2010. 283 с.
3. Белей О. І. Застосування реінжинірингового підходу до управління бізнес-процесами підприємств роздрібних торговельних мереж. *Вісник Львівського торговельно-економічного університету. Економічні науки*. 2018. Вип. 55. С. 64-70. URL: [http://nbuv.gov.ua/UJRN/Vlca\\_ekon\\_2018\\_55\\_14](http://nbuv.gov.ua/UJRN/Vlca_ekon_2018_55_14)
4. Драбовський А. Г., Іванюта П. В., Петренко М. І. Реінжиніринг бізнеспроцесів як напрям успішного розвитку діяльності підприємств. *Економіка харчової промисловості*. 2018. Т. 10. Вип. 2. С. 50-59. URL: [http://nbuv.gov.ua/UJRN/echp\\_2018\\_10\\_2\\_7](http://nbuv.gov.ua/UJRN/echp_2018_10_2_7)
5. Костіна О. М. Реінжиніринг бізнес-процесів як інструмент антикризового управління підприємством. *Інтелект XXI*. 2018. № 3. С. 158- 164. URL: [http://nbuv.gov.ua/UJRN/int\\_XXI\\_2018\\_3\\_35](http://nbuv.gov.ua/UJRN/int_XXI_2018_3_35)
6. Лизанець А. Г., Роман С. А. Реінжиніринг бізнес-процесів як метод вдосконалення ведення бізнесу. *Науковий вісник Мукачівського державного університету. Сер.: Економіка*. 2018. Вип. 2. С. 54-59. URL: [http://nbuv.gov.ua/UJRN/nvmdue\\_2018\\_2\\_10](http://nbuv.gov.ua/UJRN/nvmdue_2018_2_10)
7. Мандич О. В. Можливості реінжинірингу та моделювання бізнеспроцесів у маркетинговій діяльності підприємств. *Вісник Харківського національного технічного університету сільського господарства імені Петра Василенка*. 2018. Вип. 193. С. 311-319. URL: [http://nbuv.gov.ua/UJRN/Vkhdtusg\\_2018\\_193\\_34](http://nbuv.gov.ua/UJRN/Vkhdtusg_2018_193_34)
8. Швиданенко Г. О., Приходько Л. М. Оптимізація бізнес-процесів: Навч. посіб. Київ: КНЕУ, 2012. 487 с.

#### *English track*

#### **Compulsory reading**

1. Boag Paul. (2014). Digital Adaptation, Smashing Magazine, 176 p.
2. Boutros Tristan, Purdie Tim. (2013). The Process Improvement Handbook: A Blueprint for Managing Change and Increasing Organizational Performance, McGraw-Hill Education, 416 p.
3. Harmon P. (2019). Business Process Change: A Business Process Management Guide for Managers and Process Professionals, 4th Edition. — Morgan Kaufmann, 516 p.

#### **Recommended reading**

1. Arlbjorn J.S., Haug A. (2010). Business Process Optimization, Academica, 224 pages.
2. Blokdijsk G., Engle C., Brewster J. (2008). IT Service Catalog Process Management Templates and Examples Workbook. The Service Catalog Planning, Implementation and Maintenance Guid, Emereo Pty Ltd ., 167 p.
3. Damelio Robert. (2011). The Basics of Process Mapping, 2nd Edition. — CRC Press, 180 p.
4. Grover V., Kettinger W.J. (1998). Business process change: reengineering concepts, methods, and technologies, Idea Group Publishing, 704 p.
5. Jacka J.M., Keller P.J. (2009). Business process mapping: improving customer satisfaction, 2nd ed. John Wiley & Sons, Inc., 338 p

<i>STAFF EVALUATION</i>				
<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	6/14 weeks, 56 hours in class/	5 / Elective	Olha Yevtushenko, Ph.D. (Candidate of Science), Associate Professor	150 hours (28 h. lectures, 28 h. tutorials, 94 h. self-study time)
<p><b>Course aims:</b> The purpose of the discipline: the formation of students' knowledge system and a set of competencies to identify the need for assessment and professional development of staff based on use of a set of measures, professional training and control over its implementation, taking into account the transition to the information society.</p>				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
<p>1) Is able to analyze and structure the problems of the organization for the evaluation of personnel, make management decisions and provide conditions for their implementation.</p> <p>2) Able to demonstrate the ability to interact with people and influence their behavior</p> <p>3) Able to communicate correctly with the environment, to determine priorities for tasks, to be responsible for the actions of tare, to be critical of others and yourself</p> <p>4) Able to argue their own point of view in the discussion on the basis of ethical considerations, socially responsible</p> <p>Learning outcomes 1-6</p>		<p>Tutorials, self-study activity</p> <p>Lecture, tutorials</p> <p>Internet search, self-study activities</p> <p>Problem lecture, case study in small groups</p> <p>Problem lecture, discussion</p>		<p>Participation in the role play (CAS)</p> <p>Essay, test (CAS)</p> <p>Participation in the discussion (CAS)</p> <p>Presentation (CAS)</p> <p>Role-playing games (CAS)</p> <p>Peer small group presentation (CAS)</p> <p>Mid-term control: mini case (CAS)</p>
<p><b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 10% Participation in the discussion 10% Participation in the role play 10% Test (multiple choice, computer) 20% Essay (written) 20% Presentation (oral, multimedia) 30% Mid-term control (computer multiple choice tests, mini case)</p>				
<b>Contents</b>				
<b>Thematic structure of the course:</b>				

Module 1.

Topic 1. Theoretical foundations of personnel evaluation

Topic 2. Technology of personnel evaluation procedure

Module 1.

Topic 3. Traditional methods of personnel evaluation

Topic 4. Modern methods of personnel evaluation

Topic 5. Psychological methods of personnel evaluation

## Literature

### Ukrainian track

#### Compulsory reading

1. Дяків О. П., Островерхов В. М. Управління персоналом : навчально-методичний посібник (видання друге, переробл. і доповнено). – Тернопіль : ТНЕУ, 2018. – 288 с.
2. Савченко А. В. Розвиток персоналу : підруч. / В. Савченко. – [2-е вид., перероб. і доп.]. – К. : КНЕУ, 2015. – 505 с.
3. Технології управління людськими ресурсами [Електронний ресурс] : навчальний посібник для здобувачів ступеня магістра за освітньою програмою «Менеджмент і бізнес-адміністрування» / Л. Є. Довгань, Л. Л. Ведута, Г. А. Мохонько ; КПІ ім. Ігоря Сікорського. – Електронні текстові дані (1 файл: 4,8 Мбайт). – Київ : КПІ ім. Ігоря Сікорського, 2018. – 511 с.
4. Швець І. Б. Комплексна оцінка якості управління персоналом / І. Швець, Т. Коваленко: моногр. – Донецьк : ДВНЗ «ДонНТУ», 2013. – 159 с.

#### Recommended reading

1. Дяків О. П. Оцінка персоналу методом Assessment centr / О. Дяків, М. Пилипчук : Міжнарод. наук.-практ. конференція «Формування та розвиток трудового потенціалу України: проблеми і перспективи» : зб. мат-лів / Вісник Східноукраїнського національного університету імені В. Даля // Науковий журнал. – № 14 (168), 2011. – С. 100–103.
2. Киселева М. Н. Оцінка персоналу / М. Киселева. – СПб. : Питер, 2015. – 256 с.
3. Савченко В. А. Атестація персоналу та формування резерву керівників як чинники ефективного використання людських ресурсів / В. А. Савченко //
4. Соціально-трудові відносини: теорія і практика : зб. наук. пр. / М-во освіти і науки України ; ДВНЗ «Київ. нац. екон. ун-т ім. В. Гетьмана» ; Ін-т соц.-труд. відносин ; редкол.: А. М. Колот (голова) [та ін.]. – К. : КНЕУ, 2016. – Вип. 2. – С. 39–47.

### English track

#### Compulsory reading

1. Andresen M., Nowak C. (Eds.) Human Resource Management Practices: Assessing Added Value Springer, 2014. — 235 p.
2. Azmi F. Strategic Human Resource Management, Volume 1: Text and Cases Cambridge University Press, 2019. — 341 p.
3. Mondy R.W., Martocchio J.J. Human Resource Management 14th Global ed. — Pearson, 2016. — 432 p.

#### Recommended reading

1. Armstrong M. Armstrong's essential human resource management practice: a guide to people management Kogan Page, 2010. – 432 p.



2. Dessler G. Human Resource Management 15th ed. — Pearson, 2016. — 720 p.
3. Reucroft Gemma, Scott Tim. Human Resources: A Practical Guide Bookboon, 2015. — 85 p.

<i>CRISIS MANAGEMENT (RISK MANAGEMENT)</i>				
<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	5/14 weeks, 42 hours in class/	6 / Elective	Olha Yevtushenko, Ph.D. (Candidate of Science), Associate Professor	150 hours (28 h. lecture, 14 h. seminars, 93 h. self study time)
<b>Course aims:</b> The aim of the course is to form systemic knowledge and skills in methodology and techniques of risk management to study the most common methods of measuring economic risk and risk management in decision-making, to acquire appropriate apparatus to solve various problems.				
<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) use the calculation method of risk key indicators and methodological tools of quantitative risk assessment;		Lecture, tutorials, self-study activities	Participation in the discussion, essay, test (CAS)	
2) use methodological and instructional techniques in analysis risk;		Lecture, tutorials, practical classes, self-study activities, internet search	Practical skills assessment, essay, test (CAS)	
3) identify and characterize various types of risks, determining the risk effecting factors and methods of management;		Practical classes, self-study activities, Case study, case study in small groups, solving problems	Practical skills assessment, essay, test, solving problems (CAS)	
4) develop measures of risk management company, to evaluate its effectiveness.		Practical classes, self-study activities, case study, case study in small groups, solving problems	Practical skills assessment, essay, test, case study presentation, solving problems (CAS)	
Learning outcomes 1-5			Mid-term control: tests, mini case (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 10% Case study presentation 20% Practical skills assessment 10% Test (multiple choice, computer) 10% Essay (written)				

20% Solving problems 30% Mid-term control (computer multiple choice tests, mini case)
<b>Contents</b>
<p><b>Thematic structure of the course:</b></p> <p><b>Module 1. Key aspects and trends in risk management</b> Objectives and risk management process. Basic methods of risk assessment. Risks and uncertainty. Management company and risk management</p> <p><b>Module 2. Diagnosis and risk analysis</b> Strategic risks Operational risks Financial risks Risks hazards Risks regressive and progressive state control systems Integrated risk management of firm</p>
<b>Literature</b>
<i>Ukrainian track</i>
<b>Compulsory reading</b>
<ol style="list-style-type: none"> <li>1. Загурський О. Управління ризиками. К.: Університет Україна, 2016. 244 с.</li> <li>2. Івченко І. Ю. Економічні ризики: навч. посіб. Київ: Центр навчальної літератури, 2014. 304 с.</li> <li>3. Матвійчук А. В. Аналіз і управління економічним ризиком: навч. посіб. К.: Центр навчальної літератури, 2015. 224 с.</li> <li>4. Рей Клиффорд Ф. Управление проектами: Практическое руководство /Клиффорд Ф. Грей, Эрик У. Ларсон; / Пер. с англ. – М.: Изд. «Дело и сервис», 2003. – 528 с.</li> </ol>
<b>Recommended reading</b>
<ol style="list-style-type: none"> <li>1. Катренко А. В. Управління IT-проектами. Кн. 1 : Стандарти, моделі та методи управління проектами. 2-ге вид. Львів, 2019. 552 с.</li> <li>2. Кузьмичов А. І. Планування та управління проектами. Моделювання засобами MS Excel. К., 2018. 180 с.</li> <li>3. Мостенська Т. Л., Мостенська Т. Г., Ралко О. С. Управління проектами. К., 2018. 591 с.</li> <li>4. Листер Т. Демарко Т. Вальсируя с медведями. Управление рисками в проектах по разработке программного обеспечения./ Т. Листер, Т. ДеМарко – М: Компания р.т. Office, 2005. – 196 с.</li> </ol>
<i>English track</i>
<b>Compulsory reading</b>
<ol style="list-style-type: none"> <li>1. Aldridge I, Steven Krawciw S. Real-Time Risk: What Investors Should Know About FinTech, High-Frequency Trading, and Flash Crashes Wiley, 2017. — 224 p.</li> <li>2. Aven T., Zio E. (Eds.) Knowledge in Risk Assessment and Management Wiley, 2018. — 346 p.</li> <li>3. Berard C., Teyssier C. (Eds.) Risk Management: Lever for SME Development and Stakeholder Value Creation Wiley–ISTE, 2018. — 295 p.</li> </ol>
<b>Recommended reading</b>
<ol style="list-style-type: none"> <li>1. Akkizidis I., Kalyvas L. Final Basel III Modelling: Implementation, Impact and Implications Palgrave Macmillan, 2018. — 321 p.</li> <li>2. Aldridge I, Krawciw S. Real-Time Risk: What Investors Should Know About FinTech, High-Frequency Trading, and Flash Crashes Wiley, 2017. — 255 p.</li> <li>3. Allen G. Threat Assessment and Risk Analysis: An Applied Approach Butterworth-Heinemann, 2015. — 146 p.</li> <li>4. Anderson E.J. Business Risk Management: Models and Analysis Wiley, 2013. — 384 p.</li> </ol>

5. Bissonette Mike. Project Risk Management: A Practical Implementation Approach Project Management Institute, 2016 — 216 p.
6. CCPS (Center for Chemical Process Safety). Bow Ties in Risk Management: A Concept Book for Process Safety Wiley, 2018. — 224 p.

<i>STAFF RECRUITMENT</i>				
<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	6/ 11weeks, 33 hours in class	4.5/ Elective	Hanna Mytrofanova, Doctor of Science, Professor	135 hours (22 h. lectures, 11 h. tutorials, 102 h. self-study time)
<b>Course aims:</b> The purpose of teaching the discipline is to form a set of theoretical knowledge and practical skills for the development and implementation of an effective system of search and selection of personnel for enterprise.				
<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) efficiently eliminate unsuitable candidates;		Lecture, tutorials	Oral answers to questions(CAS)	
2) evaluate candidates using the most effective methods: competencies, productivity, motivation;		Lecture, practical classes	presentation (CAS)	
3) conduct interviews professionally;		Case study, self-study activities,	Case study presentation (CAS)	
4) interpret searchers' answers and develop characteristics;		Case study,	Case study presentation (CAS)	
5) close vacancies qualitatively and reduce the percentage of staff turnover;		Lecture, tutorials, self-study activities	Oral answers to questions, presentation, test (CAS)	
6) organize the process of adaptation and evaluation of the work of a new employee to get the result as quickly as possible.		Internet search, group work .	Group work presentation (CAS)	
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 40% Participation in the business play 30% Case study presentation 10% Test 20% Presentation (oral, multimedia)				
<b>Contents</b>				
<b>Thematic structure of the course:</b> Topic 1. Basic approaches to recruitment. Formation of a portfolio of a position. Topic 2. Analysis of metaprograms and linguistic analysis of language Topic 3. Case-interview				

Topic 4. Methods of candidate evaluation

Topic 5. Documents in recruitment. Vacancy announcement, resume, employee description

Topic 6. Staff adaptation

### Literature

#### *Ukrainian track*

#### **Compulsory reading**

1. Джей Р. Темплар Р. Энциклопедия менеджмента. Алгоритмы эффективной работы. М.: Альпина Бизнес Букс, 2005. – 405с.
2. Довгань Л.Є. Праця керівника, або практичний менеджмент: Навч. посібник – К.: Екс об, 2002. – 384с.
3. Іванова С. (2019). Мистецтво добору персоналу. Як оцінити людину за годину / Моноліт-Bizz, 2019. –304 с.

#### **Recommended reading**

1. Адизес И.К. Идеальный руководитель: почему им нельзя стать и что из этого следует. Пер. с англ. – М.: Альпина Бизнес Букс, 2007. – 262с.
2. Блэклок Дж. Технологии командной игры: руководство для лидера / Дж. Блэклок, Э.Джекс. – М.: Изд. дом Гребенникова, 2008. – 232 с. 7. Бойнтон Э. Virtuозные команды. Команды, которые изменили мир / Э. Бойнтон, Б.Фишер. – М: Претекст, 2008. – 265 с.
3. Кейт Ф. (2018). Ваш надійний тил. Як налагодити зв'язки, що приведуть до успіху / Клуб Сімейного Дозвілля, 2018. – 288 с.
4. Мартін Р., Ріел Д. (2019). Техніка ухвалення рішень. Як лідери роблять вибір / Наш Формат, 2019. – 248 с.

#### *English track*

#### **Compulsory reading**

1. Gagne M. (Ed.) (2014). *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory* / Oxford University Press, UK, 2014. — 465 p. — (Oxford Library of Psychology). — ISBN 019979491X.
2. Griffin R.W. (2013). *Organizational Behavior: Managing People and Organizations* 11th ed. — Cengage Learning, 2013. — 624 p. — ISBN 1133626696, 9781133626695.

#### **Recommended reading**

3. Gutmann Martin (ed.) (2019). *Historians on Leadership and Strategy: Case Studies From Antiquity to Modernity* / Springer, 2019. — 282 p.
4. Thomas M. (2003). *Mastering People Management: Build a successful team - motivate, empower and lead people*. Financial Times/ Prentice Hall, 2003. – 241 p. – ISBN: 1854183281, 9781854183286

<i>QUALITY MANAGEMENT</i>				
<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	7/14 weeks, 42 hours in class/	4,5 / Mandatory	Viktoriia Orlova, Ph.D. (Candidate of Science), Associate Professor	135 hours (28 h. lectures, 14 h. seminars/practical, 93 h. self-study time)
<b>Course aims:</b> The course is geared towards helping students to form the system of knowledge from a theory and methodology of quality management, principles of construction and functioning of control system, mastering normative legal, organizational and economic questions of quality management of products				
<b>Learning outcomes</b> On completion of the course, students will be able to:		<b>Teaching methods, teaching and learning activities</b>	<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>	
1. Analyze patterns and trends in the development of quality management system, taking into account domestic and international experience in this field.		Lecture, practical classes, discussion, internet search, self-study activities	Participation in the discussion, presentation, test (CAS)	
2. Use general approaches and methods of work on quality management, quality control, statistical methods.		Lecture, discussion, practical classes, «Brainstorming», «Decision tree», self-study activities	Participation in the discussion, practical skills assessment, tasks (CAS)	
3. Work with the standards of ISO.		Lecture, practical classes self-study activities	Practical skills assessment, test (CAS)	
4. Apply a process approach in creating a quality system.		Lecture, practical classes, discussion, self-study activities	Practical skills assessment, essay (CAS)	
5. Organize documentation of elements of the quality management system.		Lecture, practical classes, self-study activities	Participation in the discussion, test (CAS)	
6. Improve the quality operating system.		Problem lecture, discussion, solving problems	Participation in the discussion, solving problems (CAS)	
Learning outcomes 1-3			Mid-term control (CAS)	
Learning outcomes 2-6			Final exam (FAS)	

**Assessment**

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

**40% Final exam (5 sets of written assignments, each assignment includes analytical problem solving, an essay and computer multiple choice tests)**

**60% Continuous assessment:**

10% Participation in the discussion

10% Practical skills assessment and solving problems

10% Test (multiple choice, computer)

10% Presentation (oral, multimedia)

20% Mid-term control (computer multiple choice tests, tasks, essay)

**Contents****Thematic structure of the course:**

Priority directions, basic concepts and categories of quality management

Domestic experience of quality management of commodities

International experience of quality management of commodities

Principles of Quality Control Management and their influence on quality of products

System of quality control of commodities and their methodological bases

Quality control system of commodities on the basis of international standards of ISO of series 9000

Principles of quality management

Methodology of quality management

A quality management of products is at the level of enterprise

**Literature****Compulsory reading**

1. Костюченко М.П. Теоретико-методологічні аспекти управління якістю. Частина I / М.П. Костюченко. – К.: Видавництво Кондор, 2019. – 424 с.
2. Шуляр Р.В. Управління якістю: навчальний посібник / Р.В. Шуляр, Н.В. Шуляр. – Львів: Видавництво Львівської політехніки, 2018. – 160 с.
3. Панченко М.О. Управління якістю: теорія та практика: навчальний посібник / М.О. Панченко. – К.: Центр учбової літератури, 2018. – 228 с. Режим доступу: <https://cul.com.ua/preview/upria.pdf>

**Recommended reading**

1. Бичківський Р. Управління якістю: навчальний посібник / Р. Бичківський. – Львів: ДУ «Львівська політехніка», 2017. – 239 с.
2. Безродна С.М. Управління якістю: навч. посіб. для студентів економічних спеціальностей / С.М.Безродна. – Чернівці: ПВКФ «Технодрук», 2017. – 174 с.
3. Капінос Г.І. Управління якістю: навчальний посібник / Г.І. Капінос, І.В. Грабовська. – К.: Видавництво Кондор, 2016. – 278 с.
4. Мережко Н.В. Управління якістю: підручник для вищ.навч. закл. / Н.В.Мережко, В.В. Осієвська, Н.С. Ясинська. – К: Київ. нац. торг.-екон. ун-т, 2010. – 216 с.
5. Лойко Д.П. Управління якістю: навч. посіб. / Д.П. Лойко, О.В. Вотченікова, О.П. Удовиченко, М.А. Котляр. – Донецьк: ДонНУЕТ, 2008. – 230 с.
6. ИСО – Международная организация по стандартизации. Режим доступу: <http://www.iso.org/iso/ru>
7. Каталог международных стандартов ISO. Режим доступу: <http://www.gost-snip.su/razdel/iso>
8. Dennis Kehoe (2009). The Fundamentals of Quality Management, 412 p.



*COACHING AND COACHING TECHNOLOGIES*

<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	7/14 weeks, 42 hours in class	4,5 / Mandatory	Hanna Voshkolup, Ph.D. (Candidate of Science), Senior Lecturer	135 hours (28 h. lectures, 14 h. seminars/practical, 93 h. self-study time)

**Course aims:**

The purpose of the discipline is to highlight the essence and features of the coaching process, as well as the main tools of coaching that can be used in various spheres of human life and aimed at personal development.

<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) search, analyze and synthesize information from various sources to solve problems of the specialty, reproduce the facts (dates, events, principles and patterns of social development), establish causal links between events, phenomena, draw conclusions, argue their thoughts;	Lecture, problem lecture, lecture-reflection, seminar, discussion on the materials of the lecture and studied literature sources, seminar-debate, seminar-dialogue, problem solving, seminar-solution of situational problems analysis of specific situations (case-study), business game.	Oral answers to questions, problem solving (problem situations), evaluation of the presentation (CAS)
2) give definitions and highlight basic concepts, use their own examples to illustrate the answers, find common features and differences when comparing facts, phenomena, characterize social phenomena;	Problem lecture, lecture-reflection, discussion on lecture materials and studied literature sources, seminar-debate, seminar-dialogue, work in microgroups, seminar-solution of situational problems analysis of specific situations (case-study), presentations, project work, search on the	Oral answers to questions, problem solving (problem situations), participation in a discussion, evaluation of the presentation (CAS)

<p>3) Analyze mental properties and states, characterize mental processes, various activities of individuals in the group, the processes of development, socialization, social adaptation and integration of the individual, socio-psychological processes in small and large groups;</p>	<p>Internet . Lecture, problem lecture, seminar-debate, seminar-dialogue, problem solving, work in microgroups, presentations, tests, game technologies, presentations, project work, Internet search</p>	<p>Oral answers to questions, problem solving, test results, participation in a role play, presentation evaluation (CAS)</p>
<p>4) Practice methods of prevention to prevent possible abnormalities in mental development, behavioral disorders, interpersonal relationships, to resolve conflicts, prevent social risks and difficult life circumstances;</p>	<p>Simulation methods, presentations, project work, Internet search</p>	<p>Participation in a role play, evaluation of a presentation, evaluation of practical skills (CAS)</p>
<p>5) interact depending on the needs of interaction partners and their means of communication, while maintaining its authenticity;</p>	<p>Problem lecture, lecture-reflection, discussion on the materials of the lecture and the studied literature sources, seminar-debate, independent work, presentations, search on the Internet</p>	<p>Oral answers to questions, problem solving, presentation evaluation (CAS)</p>
<p>6) take responsibility for making decisions in difficult and unpredictable conditions.</p>	<p>Presentations, role-playing games, work in microgroups, game technologies, project work, Internet search</p>	<p>Presentation in small groups, evaluation of the presentation (microgroup presentation), evaluation of student reports, participation in a role play (CAS)</p>
<p>Learning outcomes 1-3</p>		<p>Mid-term control (CAS)</p>
<p>Learning outcomes 1-6</p>		<p>Final exam (FAS)</p>
<p><b>Assessment</b>  <b>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)</b>  <b>40% Final exam (4 sets of written assignments, each assignment includes 2 essays and computer multiple choice tests)</b>  <b>60% Continuous assessment:</b></p>		

15% Test (multiple choice, computer)  
20% Participation in a discussion, role-play  
10% Answers (oral)  
15% Mid-term control (oral answers, presentation)

### Contents

#### Thematic structure of the course:

Module 1. Fundamentals of social counseling

1. Counseling in the practice of social work
2. Counseling as a method of providing social assistance
3. Communication techniques and methods of counseling and professional etiquette
4. The personality of the consultant in social counseling

Module 2. Features of social counseling

5. The specifics of the consultant's work with different categories of clients
6. Advising parents about the difficulties in the relationship with adult children
7. Content and organization of counseling on marital problems
8. Organizational, technological and ethical principles of telephone counseling
9. Features of telephone counseling of different categories of subscribers

Module 3. Coaching technologies in social work

10. The essence of coaching
11. Professional coaching standards.
12. Coaching process
13. Coaching tools: training workshop
14. Basic concepts of system-integration coaching

### Literature

#### Compulsory reading

1. Нежинська О. О., Тименко В. М. Основи коучингу : навчальний посібник. Київ ; Харків : ТОВ «ДІСА ПЛЮС», 2017. 220 с.
  2. Цимбалюк І. М. Психологічне консультування та корекція. Модульно-рейтинговий курс: навчальний посібник. Київ : ВД «Професіонал», 2005. 656 с.
  3. Основи психологічного консультування (лекційний курс) : навч.- метод. посіб. для студ. спец. «Практична психологія» / уклад. Б. А. Якимчук, І. П. Якимчук. Умань : ПП Жовтий О.О., 2013. 204 с.
  4. Цимбалюк І.М. Психологічне консультування та корекція. Модульно-рейтинговий курс : навч. посіб. Київ : ТОВ «Видавничий дім «Професіонал»», 2009. 544 с.
  5. Шапиро Б. Ю. Консультирование в практической психосоциальной работе.
  6. Хомич Г. О., Ткач Р. М. Основи психологічного консультування : навчальний посібник. Київ : МАУП, 2004. 152 с.
  7. Методи та технології роботи соціального педагога : навч. посіб. / авт.-уклад.: С. П. Архипова, Г. Я. Майборода, О. В. Тютюнник. Київ : Видавничий дім "Слово", 2011. 496 с.
- Никитина Н. И., Глухова М. Ф. Методика и технология работы социального педагога : учеб. пособ. Москва : Гуманит. изд. центр ВЛАДОС, 2007. 399 с.

#### Recommended reading

1. Закон України «Про охорону дитинства» від 26 квітня 2001 року.
2. Закон України «Про освіту» від 23.05.1991 р. № 1060-XII.
3. Декларація прав дитини від 20 листопада 1959 р.
4. Етичний кодекс спеціалістів із соціальної роботи.
5. Європейська соціальна хартія від 18 жовтня 1961 року.
6. Конвенція про права дитини від 2.09.1990 р.
7. Державний стандарт консультування, затверджений Міністерством соціальної політики України 2013 року [Електронний ресурс]. — Режим доступу :

<http://www.mlsp.gov.ua/labour/control>

8. Положення про психологічну службу системи освіти України від 03.05.1999 р. № 127.
9. Положення про психологічний кабінет дошкільних, загальноосвітніх та інших навчальних закладів від 19.10.2001 р.
10. Лист МОНУ від 15.08.2007 р. № 1/9-479 «Про внесення змін і доповнень до нормативної чисельності практичних психологів та соціальних педагогів навчальних закладів».
11. Лист Міністерства освіти і науки України від 27.07.2007 р. №1/9-488 «Про недопущення проведення тренінгів, обстежень та опитувань усіх учасників навчально-виховного процесу представниками сторонніх організацій без попередньої експертизи згідно з Положенням про експертизу психологічного і соціологічного інструментарію, що застосовується в навчальних закладах Міністерства освіти і науки України».
12. Наказ МОНУ 28.12.2006 р. № 864 «Про планування діяльності та ведення документації соціальних педагогів, соціальних педагогів по роботі з дітьми-інвалідами системи Міністерства освіти і науки України».
13. Положення про експертизу психологічного і соціологічного інструментарію, що застосовується в навчальних закладах МОНУ.
14. Організація та науково-методичне забезпечення діяльності психологічної служби і ПМПК/ за наук. ред. В.Г. Панка та І.І. Цушка. Електрон. дані. Київ. Український НМЦ практичної психології і соціальної роботи, 2013. 343 с.
15. Збірник документів психологічної служби системи освіти Полтавської області (2003–2004 рр.) / За ред. О. О. Новака. Полтава: ПОППО, 2005. 120 с.
16. Allen, K. (2013). A framework for family life coaching. *International Coaching Psychology Review*, 8(1), 72–79. doi:1750–2764.
17. Allen, K. (2016). *Theory, research, and practical guidelines for family life coaching*. Dordrecht: Springer.
18. Berg, I. K., & Szabó, P. (2005). *Brief coaching for lasting solutions*. New York, NY: W.W. Norton.
19. Cavanagh, M., Kemp, T., & Grant, A. (Eds.). (2005). *Evidenced based coaching, volume 1: Theory, research and practice from the behavioural sciences*. Samford Valley, QLD: Australian Academic Press.
20. Edelson, M. (2010). *Values-based coaching: A guide for social workers and other human service professionals*. Washington, DC: NASW Press.
21. Grant, A. M. (2008). Personal life coaching for coaches-in-training enhances goal attainment, inside and learning. *Coaching: An International Journal of Theory, Research and Practice*, 1(1), 54–70.
22. Grant, A. M. (2011). Developing an agenda for teaching coaching psychology. *International Coaching Psychology Review*, 6(1), 84–99.
23. Ives, Y., & Cox, E. (2015). *Relationship coaching: The theory and practice of coaching with singles, couples, and parents*. New York, NY: Routledge.
24. Palmer, S., & Whybrow, A. (2008). *Handbook of coaching psychology: A guide for practitioners*. New York, NY: Routledge.
25. Banach, M. (1999). The workers' view: Strategies and coping skills in a family preservation program. *Child and Adolescent Social Work Journal*, 16(3), 237–249.
26. International Coach Federation. (n.d.). *Coaching FAQs*. Retrieved from <http://www.coachfederation.org/need/landing.cfm?ItemNumber=978&navItem%09Nu>
27. National Association of Social Workers. (2014). *NASW professional social work credentials and advanced practice specialty credentials*.

<i>CREATING AND MANAGING YOUR OWN BUSINESS</i>				
<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	8 / 10 weeks, 40 hours in class	4 / Elective	Valentyna Shevchenko, PhD (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. seminars/practical, 80 h. self-study time)
<b>Course aims:</b> Students will have an ability to master the basics of managing a small and medium-sized enterprise, analyze in-market, financial and management information to increase its competitiveness in the market.				
<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) <input type="checkbox"/> own the basics of enterprise management of small and medium-sized businesses;		Lecture, practical classes, self study work	Participation in the discussion, quizzes (CAS)	
2) <input type="checkbox"/> know the main aspects of financial, personnel and marketing management;		Lecture, practical classes, self study work, desk research, field research	Participation in the discussion, oral answers (CAS)	
3) <input type="checkbox"/> use effective methods of planning, organization, motivation and control in small and medium-sized businesses;		Lecture, practical classes, workshop, internet search, self study work	Participation in the discussion, explanation of solving problems (CAS)	
4) <input type="checkbox"/> substantiate alternative management decisions on the efficient use of resources of small and medium-sized enterprises;		Lecture, practical classes, workshop	Participation in the discussion, making calculations and explanation of results, test (CAS)	
5) analyze in-market, financial and management information;		Problem lecture, practical classes, self-study activities	Peer small group presentation (CAS)	
6) use in-market, financial and management		Problem lecture, practical classes, case study	Participation in the discussion, self-study results' presentation (CAS)	

information to fulfil the goals and objectives of small and medium-sized enterprises		
<p><b>Assessment</b>  <b>Final grade (final assessment) as a result of 100% continuous assessment:</b>  20% Participation in the discussion and quiz  20% Test (multiple choice, computer)  20% Essay (written)  20% Presentation (oral, multimedia)  10% Participation in the discussion / workshop  10% Case study</p>		
<b>Contents</b>		
<p><b>Thematic structure of the course:</b>  1. Essence, functions and basic methods of managing your own business  2. Strategy and tactics of developing your own business  3. Planning your own business  4. Analysis of your own business  5. Assessment of the effectiveness of the use of personnel. Human Resources Management  6. Formation of a system for ensuring the functioning of your own business  7. Assessment of the level of risks and economic security of your own business</p>		
<p style="text-align: center;"><b>Literature</b></p> <p><i>Language of teaching Ukrainian</i></p> <p style="text-align: center;"><b>Compulsory reading</b></p> <ol style="list-style-type: none"> <li>1. Момот В.Е. Основы менеджмента: Учебное пособие / В.Е. Момот. – Д.: Изд-во ДУ им. А. Нобеля, 2013. – 132 с. (базовий підручник)</li> <li>2. Владимир О. М. Навчально-методичний посібник з дисципліни «Менеджмент і підприємництво» для студентів заочної форми навчання спеціальності 053 «Психологія» / О. М. Владимир, Г.С. Нагорняк, Л.Я. Малюта. – Тернопіль: ТНТУ, 2017. – 104 с.</li> <li>3. Ануфрієва О. Л. Підприємницька діяльність. Навчальний посібник. / О. Л. Ануфрієва, Т. Г. Пальчевська, Г. М. Лагоцька. – Івано-Франківськ, «Лілея-НВ», – 2014. – 304 с.</li> <li>4. Маркус Я.І. (ред.) Посібник з оцінки бізнесу в Україні: Навчальний посібник. – К.: Міленіум, 2002. – 320 с.</li> <li>7. Albert F., Meskon M., Hedowry P. (2002). Basics of Management. (15th edition) Chicago: The University of Chicago Press.</li> <li>8. Daft R. (2009). Contemporary Management. Simon Fraser University Press.</li> </ol> <p style="text-align: center;"><b>Recommended reading</b></p> <ol style="list-style-type: none"> <li>1. Мельников А.М. Основы організації бізнесу: навч. посіб./за заг. ред. А.М. Мельникова/ А.М. Мельников, О.А.Коваленко, Н.Б. Пундяк – К.: «Центр учбової літератури», 2013. – 200 с.</li> <li>2. Нетепчук В.В. Управління бізнес-процесами: Навч. Посібник / В.В. Нетепчук. – Рівне: НУВГП, 2014. – 158 с.</li> <li>3. Щекин Г.В. Управление бизнесом: Экспресс-курс для деловых людей / Г.В.Щекин. – 5е изд.стереотип. – К. ДП Изд.дом «Персонал», 2012. – 232 с.</li> <li>4. Бізнес-планування стартап-проектів : Навчальні матеріали / Владимир О.М., Дудкін П.Д., Кужда Т.І. та ін. За заг. ред. О.Б. Плохої. – Тернопіль : ФОП Паляниця В.А., 2015, 124 с.</li> <li>5. Організаційна поведінка. Аспекти ефективного підприємництва: Навчальні матеріали; Дудкін П.Д., Мосій О.Б., Владимир О.М. та ін. – Тернопіль : ФОП Паляниця В.А., 2015, 245 с.</li> </ol>		

6. Drucker P. (2007). Management. (8th Edition). NY: South-Western Cengage Learning.

*Language of teaching English*

**Compulsory reading**

1. Albert F., Meskon M., Hedowry P. (2002). Basics of Management. (15th edition) Chicago: The University of Chicago Press.
2. Daft R. (2009). Contemporary Management. Simon Fraser University Press 3. The Marketing Audit Handbook by Dawid J. Malherbe. Cresta Marketing [The e-book].
3. Scott Belsky (2013). Manage Your Day-to-Day: Build Your Routine, Find Your Focus, and Sharpen Your Creative Kind, Amazon Publishing.
4. Mathias Weske (2019). Business Process Management: Concepts, Languages, Architectures, Springer-Verlag Berlin Heidelberg.

**Recommended reading**

1. Stanley B. Block, Geoffrey A. Hirt, (2009). Foundations of Financial Management (Including accompanying Cases text) 13th ed., New York: McGraw Hill, Inc.
2. Dumas, M., La Rosa, M., Mendling, J., Reijers, H. (2018). Fundamentals of Business Process Management, Springer-Verlag Berlin Heidelberg.
3. Hammoudi, S., Maciaszek, L.A., Missikoff, M.M., Camp, O., Cordeiro, J. 2017). Enterprise Information Systems, Springer International Publishing.
4. Business Process Management Workshops: BPM 2019 International Workshops, Vienna, Austria, September 1–6, 2019, Revised Selected Papers.

<i>PERSONNEL DEVELOPMENT</i>				
<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	8/10 weeks, 40 hours in class/	4 / Elective	Olha Yevtushenko, Ph.D. (Candidate of Science), Associate Professor	120 hours (20 h. lectures, 20 h. tutorials, 80 h. self-study time)
<b>Course aims:</b> The purpose of the discipline: the formation of students' knowledge system and a set of competencies to identify the need for assessment and professional development of staff based on use of a set of measures, professional training and control over its implementation, taking into account the transition to the information society.				
<b>Learning outcomes</b>		<b>Teaching methods, teaching and learning activities</b>		<b>Forms of assessment (continuous assessment CAS, final assessment FAS)</b>
On completion of the course, students will be able to:				
<p>5) Is able to analyze and structure the problems of the organization for the development of personnel, make management decisions and provide conditions for their implementation.</p> <p>6) Able to demonstrate the ability to interact with people and influence their behavior</p> <p>7) Able to communicate correctly with the environment, to determine priorities for tasks, to be responsible for the actions of tare, to be critical of others and yourself</p> <p>8) Able to argue their own point of view in the discussion on the basis of ethical considerations, socially responsible</p> <p>Learning outcomes 1-6</p>		<p>Tutorials, self-study activity</p> <p>Lecture, tutorials</p> <p>Internet search, self-study activities</p> <p>Problem lecture, case study in small groups</p> <p>Problem lecture, discussion</p>		<p>Participation in the role play (CAS)</p> <p>Essay, test (CAS)</p> <p>Participation in the discussion (CAS)</p> <p>Presentation (CAS)</p> <p>Role-playing games (CAS)</p> <p>Peer small group presentation (CAS)</p> <p>Mid-term control: mini case (CAS)</p>
<b>Assessment</b>				
<b>Final grade (final assessment) as a result of 100% continuous assessment:</b>				
10% Participation in the discussion				
10% Participation in the role play				
10% Test (multiple choice, computer)				
20% Essay (written)				
20% Presentation (oral, multimedia)				
30% Mid-term control (computer multiple choice tests, mini case)				
<b>Contents</b>				



**Thematic structure of the course:**

## Module 1.

Topic 1. Employee development as a component of personnel management of the organization

Topic 2. Personnel development project management in the organization

Topic 3. Certification as a method of staff development.

## Module 2.

Topic 4. Training and retraining of the organization's staff

Topic 5. Business career management and work with the personnel reserve

Topic 6. Fundamentals of social development of staff

Topic 7. Stimulating staff development

**Literature****Ukrainian track****Compulsory reading**

5. Дяків О. П., Островерхов В. М. Управління персоналом : навчально-методичний посібник (видання друге, переробл. і доповнено). – Тернопіль : ТНЕУ, 2018. – 288 с.

6. Савченко А. В. Розвиток персоналу : підруч. / В. Савченко. – [2-є вид., перероб. і доп.]. – К. : КНЕУ, 2015. – 505 с.

7. Технології управління людськими ресурсами [Електронний ресурс] : навчальний посібник для здобувачів ступеня магістра за освітньою програмою «Менеджмент і бізнес-адміністрування» / Л. Є. Довгань, Л. Л. Ведута, Г. А. Мохонько ; КПІ ім. Ігоря Сікорського. – Київ : КПІ ім. Ігоря Сікорського, 2018. – 511 с.

**Recommended reading**

5. Дяків О. П. Коучинг у системі розвитку компетенцій HR-менеджера / О. Дяків, Ю. Хрустальова // Регіональні аспекти розвитку і розміщення продуктивних сил України: зб. наук. праць. – Тернопіль : Економ. думка, 2017. Вип. 22. – С. 68–71.

6. Дяків О. П. Управління талантами в економіці знань [Електронний ресурс] / О. Дяків : Режим доступу : <http://ir.kneu.edu.ua/bitstream/2010/22984/1/139-141.pdf>.

7. Соціально-трудова відносина: теорія і практика : зб. наук. пр. / М-во освіти і науки України ; ДВНЗ «Київ. нац. екон. ун-т ім. В. Гетьмана» ; Ін-т соц.-труд. відносин ; редкол.: А. М. Колот (голова) [та ін.]. – К. : КНЕУ, 2016. – Вип. 2. – С. 39–47.

**English track****Compulsory reading**

4. Andresen M., Nowak C. (Eds.) Human Resource Management Practices: Assessing Added Value Springer, 2014. — 235 p.

5. Azmi F. Strategic Human Resource Management, Volume 1: Text and Cases Cambridge University Press, 2019. — 341 p.

6. Bush T. Leadership and Management Development in Education Sage Publications – 2008, 184 p.

7. Eacott S. Educational Leadership Relationally: A Theory and Methodology for Educational Leadership, Management and Administration SensePublishers, 2015. — 158 p.

**Recommended reading**

4. Armstrong M. Armstrong's essential human resource management practice: a guide to people management Kogan Page, 2010. – 432 p.

5. Dessler G. Human Resource Management 15th ed. — Pearson, 2016. — 720 p.

6. Noe R.A. Employee Training & Development 7th ed. — McGraw-Hill Education, 2016. — 576 p.

7. Reed S.M. A Guide to the Human Resource Body of Knowledge (HRBoK) Wiley, 2016. — 624 p.

<i>INTRODUCTION TO THE SPECIALTY (PROFESSIONAL TRAINING)</i>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Coordinator</b>	<b>Student workload</b>
Ukrainian, English	1 / 3 weeks, 28 hours in class	3 / Mandatory	Olha Yevtushenko, Ph.D. (Candidate of Science), Associate Professor	90 hours (28 h. tutorials, 62 h. self-study time)
<p><b>Professional training aims:</b>  Professional training is geared towards giving students knowledge and understanding of the subject area and understanding of the profession, its role and importance in today's reforms in Ukraine, formation of students' approaches to the analysis and evaluation the modern economic and marketing issues, obtaining basic skills in the search for and analyse information, project work, individual and group presentation and teamwork.</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 Professional training, students will be able to:				
1) demonstrate understanding of the role of marketing in the activities of market entities; 2) apply knowledge in practical situations; 3) search for, process and analyse information from a variety of sources 4) perform responsibilities in the group led by the leader, ability to work in a team; 5) present and explain information, ideas, problems experts and non-experts in marketing; 6) demonstrate skills of independent work; 7) demonstrate capacity to generate new ideas (creativity); 8) be responsible for their performance; 9) increase the level of personal training.		Tutorials, discussion, guided preparation of presentation Tutorials, self-study activity, project work, role play Self-study activity, internet search, project work Self-study activity, work in small groups, role play Tutorials, preparing presentation, role play Self-study activity, project work Self-study activity, project work, role play Self-study activity, project work Self-study activity, project work		Participation in the discussion, presentation (CAS) Participation in the role play, report, project (CAS) Report, project (CAS) Participation in the role play, group presentation (CAS) Participation in the role play, presentation (CAS) Report, project, presentation (CAS) Project, group presentation (CAS) Project, individual presentation (CAS) Project (CAS)
Learning outcomes 1-6				Final assessment (FAS)
<b>Assessment</b> <b>The results of each semester are evaluated separately by the final grade</b>				

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

- 10% Participation in the discussion
- 10% Participation in the role play
- 50% Report
- 30% Presentation

**Contents**

1. The meaning and essence of management.
2. The role of management in the enterprise
3. Search for information.
4. Presentation of information, ideas and project results.
5. Management system in the enterprise management system
6. Manager's functions and its duties

**Literature***Ukrainian track***Compulsory reading**

1. Джей Р. Темплар Р. Энциклопедия менеджмента. Алгоритмы эффективной работы. М.: Альпина Бизнес Букс, 2005. – 405с.
2. Довгань Л.Є. Праця керівника, або практичний менеджмент: Навч. посібник – К.: Екс об, 2002. – 384с.
3. Лукашевич Н.П. Теория и практика самоменеджмента: Учеб. пособие. – 2-е изд., испр. – К.: МАУП, 2002. – 360с.
4. Мазаракі А.А., Мошек Г.Є., Гомба Л.А. та ін. Менеджмент: Теорія і практика: Навч. посіб. – Вид-во «Атака», 2007. – 560с.
5. Хміль Ф.І. Ділове спілкування: Навч. посібник – К: Академвидав, 2004. – 280с.

**Recommended reading**

1. Адизес И.К. Идеальный руководитель: почему им нельзя стать и что из этого следует. Пер. с англ. – М.: Альпина Бизнес Букс, 2007. – 262с.
2. Балабанова Л.В., Сардак О.П. Організація праці менеджера: Навч. посібник – К.: ВД «Професіонал», 2007. – 407с
3. Вудкок М., Френсис Д. Раскрепощенный менеджер. – М.: Дело, 1991. – 206с.
4. Гоулман Д., Бояцис Р., Макки Э. Эмоциональное лидерство. Искусство управления людьми на основе эмоционального интеллекта. М: Альпина Бизнес Букс, 2007. – 302с
5. Колпаков В.М. Організація праці менеджера: Навч. посіб. – К.: ДП «Видавничий дім «Персона», 2008. – 432с.

*English track***Compulsory reading**

1. Daft R.L. (2015). *Management*. 12th ed. — Cengage Learning, 2015. — 784 p. in color. — ISBN: 1285861981, 9781285861982
2. Griffin R.W. (2013). *Organizational Behavior: Managing People and Organizations* 11th ed. — Cengage Learning, 2013. — 624 p. — ISBN 1133626696, 9781133626695.
3. Gagne M. (Ed.) (2014). *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory* / Oxford University Press, UK, 2014. — 465 p. — (Oxford Library of Psychology). — ISBN 019979491X.

**Recommended reading**

1. Jackson M.C. (2003). *Systems Thinking: Creative Holism for Managers* / Wiley – 2003, 379 pages ISBN: 0470845228, 9780470845226

2. Shiu E. (2017). *Research Handbook of Innovation and Creativity for Marketing Management* / Edward Elgar Publishing, 2017. — 261 p. — ISBN 978 0 85793 794 0.E
3. Harrison E. Bruce, Mulhberg Judith (2014). *Leadership Communications: How Leaders Communicate and How Communicators Lead in Today's Global Enterprise* / Business Expert Press, 2014. — 300 p. — (Public Relations Collection). — ISBN 978-1606498088.

<i>INTERNSHIP</i>				
<b>Language of teaching</b>	<b>Semester / Duration</b>	<b>ECTS credits / Type of course (mandatory, elective)</b>	<b>Coordinator</b>	<b>Student workload</b>
Ukrainian English	8 / 4 weeks, 6 hours in class/	4.5 / Mandatory	Olena Lytvynenko, Ph.D. (Candidate of Science), Associate Professor	135 hours (6 h. tutorials, 80 hours work at the enterprise, 49 h. self-study time)
<b>Internship aims:</b> Internship aims to deepen and consolidate the theoretical knowledge acquired during the study process in real company conditions; understand the organization management and the acquisition of basic skills and practical ability to carry out managerial activities				
<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 knowledge and understanding of the subject area and the future profession		Self-study activity, work at the enterprise		Internship report, presentation, (CAS)
2) demonstrate ability to clearly apply the language and management terminology		Work at the enterprise, internet search		Internship report, presentation (CAS)
3) adapt and act in a new situation		Work at the enterprise, self-study activity		Internship report, presentation (CAS)
4) develop proposals and measures to improve the activities of the enterprise (company)		Work at the enterprise, self-study activity		Internship report, presentation (CAS)
5) understand how to motivate people and move toward common goals		Self-study activity, writing a report, preparing presentation		Internship report, presentation (CAS)
6) reasonably prove their own ideas and point of view to experts and non-experts in management		Work at the enterprise		Internship report, presentation (CAS)
7) demonstrate skills in the use of information and communications technologies;		Self-study activity, work at the enterprise		Internship report, presentation (CAS)
8) demonstrate capacity to generate new ideas (creativity);				
9) demonstrate responsibility for their performance;		Work at the enterprise		Internship report, comment of a company (CAS)
10) increase the level of personal training.		Discussion, writing a		Internship report,

	report, preparing presentation	presentation (CAS) Final assessment (FAS)
<b>Assessment</b> <b>Final grade (final assessment) as a result of 100% continuous assessment:</b> 30% Comment of a company 50% Internship report 20% Presentation		
<b>Contents</b>		
1. Understanding of the profession of manager 2. Research the market of goods, which has an enterprise (company) and its environment 3. The principles of management of production processes at the enterprise 4. Forecast the Internal and external environment of the organization. 5. Use of information and communications technologies in management 6. Generation new ideas (creativity) 7. Internship report presentation		
<b>Literature</b>		
<i>Ukrainian track</i>		
<b>Compulsory reading</b>		
1. Момот В.Е. Основы менеджмента: Учебное пособие / В.Е. Момот. – Д.: Изд-во ДУ им. А. Нобеля, 2013. – 132 с. (базовий підручник). 2. Мищенко А.П. Основы менеджмента / А.П. Мищенко. – Днепропетровск: ДУЕП, 2005. – 312 с. 3. Електронний конспект з дисципліни „Основы менеджменту” / Укладач Н.С. Макарова. – Дніпропетровськ: ДУ ім. А. Нобеля, 2015. – 135 с. 4. Андрушків Б.М. Основы менеджменту / Б.М. Андрушків, О.Є. Кузьмін. – К: Либідь, 1995. – 256 с.		
<b>Recommended reading</b>		
1. Бардась А.В. Менеджмент / А.В. Бардась, М.В. Бойченко, А.В. Дудник. Дніпропетровськ: Національний гірничий університет, 2012. — 381 с. 2. Кузьмін О.Е. Основы менеджменту / О.Е. Кузьмін, О.Г. Мельник. – К.: Академвидав, 2006. – 416 с. 3. Момот В.Е. Основы менеджмента: Слайд – конспект / В.Е. Момот. – Д.: Изд-во ДУЭП, 2011. – 132 с. 4. Орлов А.И. Менеджмент. Организационно-экономическое моделирование: Учебное пособие / А.И. Орлов. – М.: Феникс, 2009. – 475 с.		
<i>English track</i>		
<b>Compulsory reading</b>		
1. Daft R.L. (2015). <i>Management</i> . 12th ed. — Cengage Learning, 2015. — 784 p. in color. — ISBN: 1285861981, 9781285861982 2. Daft R. (2009). <i>Contemporary Management</i> . Simon Fraser University Press. 3. Drucker P. (2007). <i>Management</i> . (8th Edition). NY: South-Western Cengage Learning. 4. Albert F., Meskon M., Hedowry P. (2002). <i>Basics of Management</i> . (15th edition) Chicago: The University of Chicago Press.		
<b>Recommended reading</b>		
1. Collins J., Porras J. (1997). <i>Built to Last: Successful Habits of Visionary Companies</i> . New Jersey: Prentice-Hall, 1997 2. Hill Charles W.L., McShane Steven L. (2008). <i>Principles of Management</i> . McGraw-Hill/Irwin, 2008. — 528 p. — ISBN: 0073530123, 9780073530123, 9780073316260.		

3. Samson, D., Donnet, T., & Daft, R. L. (2018). *Management*. South Melbourne, Victoria, Australia: Cengage.
4. Griffin, R. W. (2017). *Management*. Boston, MA: Cengage Learning.

**Internet resources**

[Электронный ресурс]. - Режим доступа: [http://www.cfin.ru/business-plan/model\\_principles.shtml](http://www.cfin.ru/business-plan/model_principles.shtml)

[Электронный ресурс]. - Режим доступа: <http://orlovs.pp.ru/econ.php>

[Электронный ресурс]. - Режим доступа: <http://mi.aup.ru/>



Structure of the Study Programme Marketing, Bachelor's degree

		Semesters								
		1	2	3	4	5	6	7	8	
		Teaching Units (Courses), ECTS* Mandatory								
Courses of General Training		22,5	18	7,5	0	3	0	0	0	
Courses of Professional Training		3	7	12	14,5	10	11,5	24,5	19,5	
<b>TOTAL</b>		<b>25,5</b>	<b>25</b>	<b>19,5</b>	<b>14,5</b>	<b>13</b>	<b>11,5</b>	<b>24,5</b>	<b>19,5</b>	
		Teaching Units (Courses), ECTS Elective**								
		Courses of General Training 41,5								
		Courses of Professional Training 38								
								Introductory Professional Training 3 ECTS	Internship 4,5 ECTS	
										Bachelor's Thesis  7,5 ECTS
<b>TOTAL:</b>		Mandatory 153 ECTS		Elective 79,5 ECTS		Professional Training and Internship 7,5 ECTS		Bachelor's Thesis 7,5 ECTS		

\*One ECTS credit = 30 academic hours.