

ALFRED NOBEL UNIVERSITY, DNIPRO

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

COURSE CATALOGUE

2020-2021 academic year

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<i>BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT)</i>				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	1 / 14 weeks, 56 hours in class	6 / Mandatory	Volodymyr Momot, Doctor of Science, Professor	180 hours (28 h. lectures, 28 h. practicals, 124 h. self-study time)
<p>The aim of the course is to master acquire knowledge of strategic management fundamentals necessary for professional work in the field of business management, to ensure the effective operation while interacting with the business environment, development of managerial competencies of an expert by comprehensive analysis of business situations and effective influence on them in the information society.</p>				
Learning outcomes		Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)	
On completion of the course, the students should be able to:				
1) acquire theoretical knowledge and some practical skill in developing a reliable business strategy in turbulent environment		Lecture, practical classes, discussion, Internet search, self-study activities	Participation in the discussion, essay, test (CAS)	
2) use the most appreciated tools of business strategy development		Problem lecture, case study in small groups	Participation in the discussion, peer small group presentation (CAS)	
3) formulate a reliable strategy		Discussion, case study in small groups	Participation in the discussion, peer small group presentation (CAS)	
4) implement the developed strategy		Role play	Participation in the role play (CAS)	
5) understand and control the strategic development of the organization		Problem lecture, discussion, case study in small groups	Peer small group presentation (CAS)	
Learning outcomes 1-5			Final exam (FAS)	
Contents				
<p>Thematic structure of the course: Genesis, definition and principles of strategic management Organization and environments. Hierarchy and organizational goals. The market of producer – the market of consumer Mission, vision and strategy. Strategy types. The process of strategy formulation Creation of strategic plan. Integrated process of strategic management. Strategic alliances</p>				

Strategic management instruments: SWOT and PEST analysis, Ansoff Matrix, BCG Matrix, McKinsey/GE Matrix, Shell/DPM Matrix, ADL/LC Matrix, MCC Matrix, Hofer/Schendel Matrix
 Strategy implementation – strategic scorecards and resistance overcoming
 Strategy effectiveness
 Organization's strategic development management
 Factors influencing the process of changes in an enterprise. Change management in an enterprise.
 Strategic development of the organization.

Assessment

Assessment

- **100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%)**
- **40% Final exam (4 sets of written assignments, each assignment includes 1 essay and 1 mini case)**
- **60% Continuous assessment:**
 - 10% Participation in the discussion
 - 10% Participation in the role play
 - 10% Test (multiple choice, computer)
 - 20% Essay (written)
 - 10% Presentation (oral, multimedia)

Literature

Language of teaching Ukrainian

Compulsory reading

1. Ансофф И. Стратегическое управление: пер. с англ. / Науч. ред. и авт. предисл. Л. И. Евенко. - М.: Экономика, 2016.
2. Виханский О. С. Стратегическое управление. – М., Экономист 2015.
3. Портер М. Е. Международная конкуренция. Пер. с англ. – М.: Альпина Паблишер., 2018.
4. Томпсон А. А., Стрикленд А. Дж. Стратегический менеджмент. Учебник для вузов. - М.: Вильям и Коллинз, 2015.
5. Тертичка В.В. Стратегічне управління [Текст]: підручник / Валерій Тертичка. - Київ: К.І.С., 2017. - 931 с.
6. Кушлик О.Ю. Стратегічне управління [Текст]: навч. посіб. / О. Ю. Кушлик, Г. С. Степанюк; Івано-Франків. нац. техн. ун-т нафти і газу, Каф. менеджменту і адміністрування. - Івано-Франківськ : ІФНТУНГ, 2018. - 235 с.

Recommended reading

1. Стратегічний менеджмент [Текст]: навч. посіб. / А. Д. Діброва, Л. В. Діброва, Л. В. Богач; Нац. ун-т біоресурсів і природокористування України. - Ніжин: Лисенко М. М., 2014. - 207 с.
2. Подольчак Н.Ю. Стратегічний менеджмент [Текст] : навч. посіб. / Н. Ю. Подольчак; Нац. ун-т "Львів. політехніка". - 2-ге вид., зі змін. та допов. - Львів: Вид-во Львів. політехніки, 2016. - 422 с.
3. Стратегічний фінансовий менеджмент [Текст] : навч. посіб. / Костирко Л. А. [та ін.] ; Східноукр. нац. ун-т ім. Володимира Даля. - 2-ге вид., перероб. та допов. - Сєверодонецьк: Вид-во СНУ ім. В. Даля, 2017. - 464 с.
4. Балан В.Г. Стратегічне управління. Методи портфельного аналізу [Текст] : [навч. посіб.] / В. Г. Балан. - Київ : Наукова столиця, 2018. - 199 с.
5. Балан В.Г. Стратегічне управління. Практикум [Текст]: [навч. посіб.] / В. Г. Балан. - 2-ге вид., перероб. і допов. - Київ: Наукова столиця, 2018. - 523 с.

Language of teaching English

Compulsory reading

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

Recommended reading

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

ORGANIZATIONS MANAGEMENT				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	1 / 14 weeks, 56 hours in class	6 / Mandatory	Hanna Mytrofanova, Doctor of science, Professor	180 hours (28 h. lectures, 28 h. practicals, 124 h. self-study time)
Course aims: 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.				
Learning outcomes On the completion of the course, students will be able to:		Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)	
1) become independent critical thinkers.		Lecture, tutorials, discussion	Participation in the discussion (CAS)	
2) achieve new insights and refine the skills of interpretation.		Problem lecture, discussion	Participation in the discussion, test (CAS)	
3) apply theories to improve the practice of management.		Tutorials, self-study activity	Presentation (CAS)	
4) understand the new roles emerging in organizations as a result of technology innovations		Internet search, self-study activities	Peer small group presentation, participation in the discussion, essay (CAS)	
Learning outcomes 1-2			Mid-term control: tests, mini case (CAS)	
Learning outcomes 1-4			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 2 mini cases) 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:

Module1. Methodological aspects of management of the organization

1. The system model management organization
2. The evolution of the enterprise
3. Organization of enterprise management
4. Management model

Module 2. Practical aspects of organization management

5. Management enterprises of various organizational-legal forms
6. System functional management
7. Organization management
8. The basics of crisis management

Module 3. The efficacy of the organization

9. Management restatement enterprises
10. Competition policy of the organization
11. The enterprise performance management
12. Diagnosis of management of the organization

Literature

Compulsory reading

1. Назарчук Т.В., Косіюк О.М. Менеджмент організацій: Навчальний посібник. К.: ЦУЛ, 2018. 560 с. (базовий підручник)
2. Осовська Г.В. Менеджмент організацій: Навчальний посібник / Г.В. Осовська О.А. Осовський. – К.: Кондор, 2010. – 860 с.
3. «Менеджмент організацій»: навчальний посібник для студентів магістрів галузі знань 07 «Управління та адміністрування» спеціальності 073 «Менеджмент» спеціалізації «Менеджмент і бізнес-адміністрування» / Укладачі: Л.Є. Довгань, І.П. Малик, Г.А. Мохонько, М.В. Шкробот. – Київ: КПІ ім. Ігоря Сікорського, 2017. – 271 с.

Recommended reading

1. Менеджмент організацій: Підручник / За заг. редакцією Федулової Л.І. – К. Либідь, 2010. – 448 с.
2. Мардас А.Н. Организационный менеджмент / А.Н. Мардас, О.А. Мардас. – СПб.: Питер. – 2013. – 364 с.
3. Немцов В.Д. Менеджмент організацій / В.Д. Немцов, Л.Е. Довгань, Г.Ф. Сініок. - К.: ТОВ «УВПК «ЕксОб», 2012. - 389 с.
4. Адізес І. Управління життєвим циклом корпорації / Клуб Сімейного Дозвілля, 2018. – 496 с.
5. Кейт Ф. Ваш надійний тил. Як налагодити зв'язки, що приведуть до успіху / Клуб Сімейного Дозвілля, 2018. – 288 с.
6. Криштопа О., Бурдим Х. 10 успішних компаній. Нова якість підприємництва в Україні / Discursus, 2018. –160 с.
7. Ланкастер Д. Лідерство в стилі LEAN: шлях до постійного вдосконалення вашого бізнесу / К. Fund , 2017. – 240 с.
8. Мартін Р., Ріел Д. Техніка ухвалення рішень. Як лідери роблять вибір / Наш

Формат, 2019. – 248 с.

9. 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

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

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

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

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

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

INTERNATIONAL MANAGEMENT				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	2/12 weeks, 44 hours in class	3.5 / Mandatory	Hanna Mytrofanova, Doctor of science, Professor	105 hours (22 hrs. lectures, 22 hrs. tutorials, 61 hrs. self-study time)
The aim of the discipline is to develop a system of theoretical knowledge and practical skills in management of international cooperation, effective implementation in these companies the managerial – planning, organization, communication, motivation, leadership, control functions.				
Learning outcomes		Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)	
On the completion of the course, students will be able to:				
1) apply modern methods and tools of key technological financial, trade and investment issues in international corporations solving;		Lecture, Interactive lecture, Practical classes, Debate, Panel discussion	Participation in the discussion, debates) Practical skills assessment (CAS) Essay, Case study presentation (CAS)	
2) use modern instruments of international management in Ukrainian companies;		Lecture, Case study discussion, Self-study activities	Participation in the role play, Practical skills assessment (CAS)	
3) create and organize the effective work of international teams;		Role play, Workshop, Practical classes	Participation in the role play, Peer small group presentation, Student reports assessment (CAS)	
4) introduce modern forms and methods of motivation in the context of multicultural environment;		Lecture, Role play, Case study in small groups, Quiz	Participation in the role play, Peer small group presentation,	
5) develop the main ways of improvement of the social responsibility of international corporations		Problem lecture, Internet search, self-study activities	Participation in the discussion, Oral answers to questions essay (CAS)	
Learning outcomes 1-3			Mid-term control 1: mini case (CAS)	
Learning outcomes 1-5			Mid-term control 2: mini case (CAS)	
Assessment				
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 presentation
 10% Essay (written)
 20% Presentation (oral, multimedia)

Contents

Module 1. International Business and International Management

- 1) Essence and features of International Management
- 2) Environment International Management
- 3) Strategic planning in international corporations
- 4) Decision-making in international corporations
- 5) Organizational development of international corporations

Module 2. Practical aspects of International Management

- 6) Human resources management in international corporations
- 7) Management and communication in international corporations
- 8) Ethics and social responsibility of multinational corporations
- 9) Financial management, monitoring and reporting of multinational corporations.
- 10) The investment, trade and technology policy of international corporations.
- 11) Becoming global management

Literature

Ukrainian track

Compulsory reading

1. Міжнародний менеджмент [Текст]: підруч. для студентів ВНЗ / [С. О. Гуткевич та ін.]; за ред. д-ра екон. наук, проф. С. О. Гуткевич. - Харків: Діса плюс, 2014. - 526 с..
2. Міжнародний менеджмент [Текст]: навч. посіб. / [Г. Я. Глуха та ін.]; Ун-т ім. Альфреда Нобеля. - Дніпро: Ун-т ім. Альфреда Нобеля, 2018. - 70 с.
3. Міжнародний менеджмент інноваційної діяльності [Текст] : підручник / І. Г. Бабець, Ю. В. Полякова, О. А. Мокій; за заг. ред. д-ра екон. наук, доц. І. Г. Бабець, д-ра екон. наук, проф. А. І. Мокія ; Запоріж. ін-т економіки та інформ. технологій, Львів. ін-т менеджменту. - Запоріжжя : Кругозір ; Львів, 2016. – 493 с.
4. Онищенко В.П. Міжнародний менеджмент [Текст] : навч. посіб. / В. П. Онищенко; Київ. нац. торг.-екон. ун-т. - Київ : Київ. нац. торг.-екон. ун-т, 2017. - 383 с.
5. Міжнародний менеджмент [Текст] : навч. посіб. / О. Є. Кузьмін [та ін.] ; Нац. ун-т "Львів. політехніка". - Львів : Растр-7, 2019. - 200 с.

Recommended reading

1. Міжнародний менеджмент [Текст]: навч. посіб. для студентів ВНЗ / [С. М. Синиця та ін.]; ДВНЗ "Прикарпат. нац. ун-т ім. Василя Стефаника". - Івано-Франківськ : ДВНЗ "Прикарпат. нац. ун-т ім. Василя Стефаника", 2014. - 335 с.
2. Міжнародний менеджмент [Текст]: підруч. для студентів ВНЗ / [С. О. Гуткевич та ін.] ; за ред. д-ра екон. наук, проф. С. О. Гуткевич. - Київ: Кафедра, 2015. - 526 с.
3. Міжнародний менеджмент [Текст]: навч. посіб. / В. В. Рокоча, Б. М. Одягайло, В. І. Терехов; ВНЗ "Ун-т економіки та права "КРОК". - Київ: ВНЗ "Ун-т економіки та права "КРОК", 2016. - 170 с.
4. Македон В.В. Міжнародний менеджмент. Підручник / Македон В.В. – Дн-ськ.: Дніпропетровський університет імені Альфреда Нобеля, 2013. – 616 с.
5. Міжнародний менеджмент та логістика [Текст]: навч. посіб. / А. Бардась [та ін.]; Держ. ВНЗ Нац. гірн. ун-т. - Дніпро: Герда, 2016. - 294 с
6. Міжнародний менеджмент: сучасні теорії та практики [Текст]: навч. посіб. / [Н. П. Мешко та ін.]; за заг. ред. д-ра екон. наук, проф. Н. П. Мешко; Дніпр. нац. ун-т ім. Олеся

Гончара. - Дніпро: Літограф, 2018. - 375 с.

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

English track

Compulsory reading

1. H. Deresky (2013). *International Management: Managing Across Borders and Cultures, Text and Cases*, Pearson; 8th Edition, 528 p.
2. R.Mead, T.G. Andrews (2009). *International Management*, Wiley-Blackwell; 4th edition, 486 p.
3. Marquez Reiter, Rosina & Orthaber, Sara & Kadar, Daniel & Chavan, Meena. (2015). *International Management and Intercultural Communication, A Collection of Case Studies; Volumes 1 and 2; Edited by Elizabeth Christopher.*

Recommended reading

1. R. M. Hodgetts, F. Luthans, (2002). *International Management: Culture, Strategy, and Behavior with World Map*, Publisher: McGraw-Hill/Irwin, 628 p.
2. John B. Cullen, K. Praveen Parboteeah (2014). *Multinational Management: A Strategic Approach*, Publisher: South-Western College, 696 p.
3. W. Chan Kim, R. Mauborone (2015). *Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant*, Harvard Business Review Press; Expanded edition, 320 p.
4. Formánková, Sylvie & Ubrežiová, Iveta. (2012). *International Management and Entrepreneurship.*
5. John B. Cullen, K. Praveen Parboteeah (2014). *Multinational Management: A Strategic Approach*, Publisher: South-Western College, 696 p.
6. W. Chan Kim, R. Mauborone (2015). *Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant*, Harvard Business Review

<i>BUSINESS ADMINISTRATION (INNOVATIONS MANAGEMENT)</i>				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	1 / 14 weeks, 56 hours in class	6 / Mandatory	Olha Yevtushenko, Candidate of Science, Associate Professor	180 hours (28 h. lectures, 28 h. practicals, 124 h. self-study time)
<p>Course aims: The aim of the discipline is mastering theoretical knowledge of the organization and innovative operation management of the company, as well as tools, methodology of innovative strategies work out enterprise development and acquisition of practical skills for assessing innovative projects.</p>				
Learning outcomes			Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)
On the completion of the course, the students should be able to:				
1) define the aims and objectives of innovation;			Lecture, tutorials, discussion	Participation in the discussion, test (CAS)
2) plan research and development;			Problem lecture, discussion	Participation in the discussion, (CAS)
3) analyze organization innovative features and competitive advantages organization;			Internet search, self-study activities	Peer small group presentation, essay (CAS)
4) substantiate and calculate the cost-effectiveness of innovation projects.			Problem lecture, case study in small groups	Participation in the discussion, Peer small group presentation (CAS)
Learning outcomes 1-4				Final exam (FAS)
<p>Assessment 100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%) 40% Final exam (4 sets of written assignments, each assignment includes 1 task and 1 mini case) 60% Continuous assessment: 20% Participation in the discussion 10% Test (multiple choice, computer) 20% Essay (written) 10% Presentation (oral, multimedia)</p>				
Contents				
<p>Thematic structure of the course:</p> <ol style="list-style-type: none"> 1) Essence, development and the basic concepts of innovation management; 2) Innovation activity as an object of innovation management; 3) State support for innovation; 4) Enterprise as the main subject of Innovation Management 5) Innovative strategies and their development; 				

- 6) Organizational forms of innovation;
- 7) Management of innovation development organization
- 8) Risk Management in innovation
- 9) Evaluating the effectiveness of innovation

Literature

Ukrainian track

Compulsory reading

1. Інвестиційно-інноваційний менеджмент: навч. посібник / за заг. ред. П. П. Микитюка. Тернопіль: Економічна думка ТНЕУ, 2015. 451 с.
2. Інноваційний менеджмент: навч. посібник / за ред. Л. Г. Ліпич. Вид. 2-е, випр. і допов. Ірпінь: Ун-т ДФС України, 2019. 285 с.
3. Інноваційний менеджмент: теорія та практика: навч. посібник / О. А. Гавриш та ін. Київ: НТУУ «КПІ» : Політехніка, 2016. 388 с.

Recommended reading

1. Бондар О. В., Глебова А. О. Інноваційний менеджмент: навч. посіб. Київ: Освіта України, 2013. 479 с.
2. Михайлова Л. І., Гуторов О. І., Турчіна С. Г., Шарко І. О. Інноваційний менеджмент: навч. посіб. 2-ге вид., допов. Харків ; Київ : Центр учбової літератури, 2015. 233 с
3. Чайковська М. П. Інноваційний менеджмент: навч. посіб. Одеса: ОНУ, 2015. 380 с.

English track

Compulsory reading

1. Afuah A. Business Model Innovation: Concepts, Analysis, and Cases Routledge, 2014. — 376 p.
2. Archibald R.D., Archibald S.C. Leading and managing innovation: what every executive team must know about project, program and portfolio management 2nd ed. — CRC Press, 2016. — 216 p.
3. Chouteau M., Forest J., Nguyen C. Innovation for Society: The P.S.I. Approach Wiley-ISTE, 2020. — 221 p.
4. Daim T., Kim J., Phan K. (eds.) Research and Development Management: Technology Journey through Analysis, Forecasting and Decision Making Springer, 2017. — 292 p.
5. Carayannis E.G., Samara E.T., Bakouros Y.L. Innovation and Entrepreneurship: Theory, Policy and Practice Springer, 2015. — 236 p.

Recommended reading

1. Gilbert P. et al. Innovation, Research and Development Management Wiley-ISTE, 2018. — 226 p. — ISBN 978-1-119-55100-3.
2. Griffin A., Noble C., Durmusoglu S. Open Innovation: New Product Development Essentials from the PDMA Wiley, 2014. — 396 p.
3. Karthikeyan P., Thangavel M. (Eds.) Applications of Security, Mobile, Analytic, and Cloud (SMAC) Technologies for Effective Information Processing and Management GI Global, 2018. — 300 p.

<i>BUSINESS ADMINISTRATION (PROJECT MANAGEMENT)</i>				
Language of teaching	Trimester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	1/12 weeks, 48 hours in class	5.5/Mandatory (1/ Course paper)	Olha Yevtushenko, Candidate of Science, Associate Professor	165 hours (24 hrs. lectures, 24 hrs. tutorials, 117 hrs. self-study time)
<p>Course aims: The aim of the discipline is to form the basic theoretical concepts and practical skills of investment and innovative projects management by coordinating human and material resources throughout the project life cycle.</p>				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
On the completion of the course, students will be able to:				
<p>1) apply tools of project management to formulate strategies to achieve strategic goals of the organization.</p> <p>2) demonstrate effective leadership skills in organizations.</p> <p>3) use team-building skills to ensure efficient performance.</p> <p>4) use critical thinking and analytical decision-making capabilities to investigate complex business problems to propose project-based solutions.</p> <p>5) manage creative teams and project processes effectively and efficiently</p>		<p>Lecture, tutorials, discussion</p> <p>Tutorials, self-study activity</p> <p>Internet search, self-study activities</p> <p>Problem lecture, discussion</p> <p>Problem lecture, case study in small groups</p>		<p>Participation in the discussion (CAS)</p> <p>Essay, test (CAS)</p> <p>Presentation (CAS)</p> <p>Participation in the discussion, essay (CAS)</p> <p>Peer small group presentation (CAS)</p>
Learning outcomes 1-3				Mid-term control: tasks, mini case (CAS)
Learning outcomes 1-5				Course paper (FAC)
Learning outcomes 1-5				Final exam (FAS)
<p>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 mini case) 60% Continuous assessment:</p>				

5% Participation in the discussion
 5% Test (multiple choice, computer)
 20% Essay (written)
 10% Presentation (oral, multimedia)
 20% Mid-term control (tasks, mini case)
Course paper is evaluated separately and its score is not included into the course final grade. Successful completion of the course paper is a prerequisite for student's admission to final examination.

Contents

Thematic structure of the course:

Module 1. Project Management Practices

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

Module 2. Logistic strategic planning and management

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

Literature

Ukrainian track

Compulsory reading

1. Управління проектами: підручник. За заг. ред. Л. В. Ноздріної. Київ: Центр учбової літератури, 2010. 432 с.
2. Федотова М. А., Куриленко Т. П. Проектне фінансування: підручник. Київ: Кондор, 2006. 208 с.
3. Чумаченко І. В., Морозов В. В., Доценко Н. В., Чередніченко А. М. Управління проектами: процеси планування проектних дій: підручник. Київ: Університет економіки та права «КРОК», 2014. 673 с.

Recommended reading

1. Грибик І. І. Управління змінами та проектами: навч. посіб. Львів: Центр Європи, 2017. 168 с.
2. Дмитрієв І. А. Управління проектами: навч. посіб. / Дмитрієв І. А., Деділова Т. В., Кирчата І. М. та ін.: навч. посіб. Харків: ХНАДУ, 2013. 236 с.
3. Довгань Л., Махонько Г., Малик І. Управління проектами.: навч. посіб. Київ: КПІ ім. І. Сікорського, 2017. 420 с.

English track

Compulsory reading

1. Alam M.D., Guhl U.F. Project-Management in Practice: A Guideline and Toolbox for Successful Projects pringer, 2016. — 183 p.
2. Badiru Adedeji. Project Management: Systems, Principles, and Applications 2nd Edition. — CRC Press, 2019. — 545 p.
3. Bucero A. The Influential Project Manager: Winning Over Team Members and Stakeholders CRC Press, 2015. — 215 p.
4. Dionisio D.S. A Project Manager's Book of Tools and Techniques Wiley, 2017. — 288 p.

Recommended reading

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

METHODOLOGY OF SCIENTIFIC RESEARCH				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	2/12 weeks, 44 hours in class	6 / Elective	Sergii Kuzminov, Doctor of Science, Professor	180 hours (22 h. lectures, 22 h. seminars/practicals, 136 h. self-study time)
Course aim: is to familiarize students with the methodology, methods, technologies of research activities and management of scientific process.				
Learning outcomes On completion of the course, students will be able to:		Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)	
1) apply foundations of cognitive theory; 2) formulate the object, aims and purposes of scientific research; 3) develop scientific research, write research papers; 4) apply new information technologies in scientific activities; 5) organise collective research activity.		Lecture, practical classes, discussion Lecture, dispute Lecture, Workshop Internet search, self-study activities Problem lecture, role play	Participation in the discussion (CAS) Participation in the dispute (CAS) Practical skills assessment (CAS) Presentation (CAS) Participation in the role play (CAS)	
Assessment Final grade (final assessment) as a result of 100% continuous assessment: 20% Participation in the discussion 20% Participation in the workshop 20% Participation in the debates 20% Practical skills assessment (written) 20% Role play				
Contents				
Thematic structure of the course: 1. Essence and history of science genesis 2. Basic of methodology of scientific and research activity 3. General methods of scientific research and their characteristic 4. Selection, stage and economic efficiency of scientific research 5. Methodology of preparation of course and diploma paper 6. Theory and practice of social and economic research 7. Informative supporting of scientific work 8. Execution of scientific work and transferring of information				

Literature

Language of teaching Ukrainian

Compulsory reading

1. Важинський С.Е., Щербак Т.І. Методика та організація наукових досліджень : Навч. посіб. / С. Е. Важинський, Т. І. Щербак. – Суми: СумДПУ імені А. С. Макаренка, 2016. – 260 с.
2. Зацерковний В. І. Методологія наукових досліджень : навч. посіб. / В. І. Зацерковний, І. В. Тішаєв, В. К. Демидов. – Ніжин : НДУ ім. М. Гоголя, 2017. – 236 с.
3. Ноздріна Л.В. Методологія наукових досліджень в інформаційній економіці [Текст] : навч. посіб. (теорет. матеріал, метод. вказівки та завдання до виконання лаб. занять і самост. роботи студентів) / Л. Ноздріна ; Укоопспілка, Львів. комерц. акад. - Львів : Вид-во Львів. комерц. акад., 2016. - 243 с.
4. Данильян О.Г. Організація та методологія наукових досліджень [Текст]: навч. посіб. / О. Г. Данильян, О. П. Дзьобань. - Харків: Право, 2017. - 446 с.

Recommended reading

1. Гуторов О.І. Методологія та організація наукових досліджень : навч. Посібник /О.І. Гуторов; Харк. нац. аграр. ун-т ім. В.В. Докучаєва – Х.: ХНАУ, 2017. – 272 с
2. Татар М.С. Методологія і організація наукових досліджень [Текст] : навч. посіб / М. С. Татар ; Нац. аерокосм. ун-т ім. М. Є. Жуковського "Харків. авіац. ін-т". - Харків : ХАІ, 2019. - 103 с.
3. Малигіна В.Д. Методологія наукових досліджень [Текст] : монографія / В. Д. Малигіна, О. Ю. Холодова, Л. М. Акімова ; Нац. ун-т вод. госп-ва та природокористування. - Рівне : НУВГП, 2016. - 247 с.
4. Основи методології та організації наукових досліджень: Навч. посіб. для студентів, курсантів, аспірантів і ад'юнктів / за ред. А. Є. Конверського. — К.: Центр учбової літератури, 2010. — 352 с.
5. Методологія та організація наукових досліджень (галузі знань: 05 - соціальні та поведінкові науки, 07 - управління та адміністрування) [Текст] : навч. посіб. / [Л. Г. Ліпич та ін. ; за заг. ред. Л. Г. Ліпич] ; Східноєвроп. нац. ун-т ім. Лесі Українки. - Луцьк: Вежа-Друк, 2018. - 219 с.

Language of teaching English

Compulsory reading

1. The methodology of scientific research programmes: Philosophical Papers, Volume I, Imre Lakatos, Edited by John Worrall and Gregory Currie, Published in the United States of America by Cambridge University Press, New York, 2020, 250 p.
2. Betz, Frederick. Managing Science: Methodology and Organization of Research. Springer Science & Business Media, 2010.
3. Coghlan, David, and Teresa Brannick. Doing action research in your own organization. Sage, 2014.

Recommended reading

1. Ceyda Özhan Çaparlar and Aslı Dönmez, What is Scientific Research and How Can it be Done? In *Turk J Anaesthesiol Reanim.* 2016 Aug; 44(4): 212–218. – Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5019873/>
2. "Modern economic research: theory, methodology, strategy", international scientific conference (2018; Kielce). International scientific conference "Modern economic research: theory, methodology, strategy", September 28th, 2018 [Text]: proc. of the conf. / State univ. of Jan Kochanowski, Dep. of entrepreneurship a. innovation. - Kielce: State univ. of Jan Kochanowski, 2018. Pt. 1. - 2018. - VI,133 p.

3. "Modern economic research: theory, methodology, strategy", international scientific conference (2018; Kielce). International scientific conference "Modern economic research: theory, methodology, strategy", September 28th, 2018 [Text] : proc. of the conf. / State univ. of Jan Kochanowski, Dep. of entrepreneurship a. innovation. - Kielce: State univ. of Jan Kochanowski, 2018 . Pt. 2. - 2018. - VI,137 p.

LEADERSHIP AND MANAGER STYLE				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	2/12 weeks, 44 hours in class	6 / Elective	Olena Lytvynenko, Candidat of Science, Senior Lecturer	180 hours (22 h. lectures, 22 h. seminars/practicals, 136 h. self-study time)
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 team, and mastering practical tools for effective team and role distribution, team management as a system.				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
On 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, practical classes, discussion		Participation in the discussion (CAS)
2) demonstrate skills of interaction, leadership, teamwork;		Case study in small groups Role play Tutorials, self-study activity		Participation in the role play (CAS) Essay, test (CAS)
3) make individual and group decisions, offering reasonable solutions to the problem;		Lecture, tutorials		Presentation (CAS)
4) correctly define their leadership style, identify and outline a plan for the development of their team management style;		Problem lecture, case study in small groups Role play		Peer small group presentation, participation in the role play (CAS)
5) successfully use methodological and methodical methods of studying the effectiveness of activities and design of organizations;		Problem lecture, discussion		Participation in the discussion (CAS) Presentation (CAS)
6) identify and outline a plan for the development of their team management style;		Lecture, tutorials Role play		Participation in the role play (CAS) Mid-term control: tests, mini case (CAS)
7) determine the factors shaping the image and culture of the organization;				
8) determine the readiness to form teams.				
Learning outcomes 1-8				

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**Thematic structure of the course:**

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 organizations

7. Group dynamics in organizations

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

1. 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

2. 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

3. Скібіцька Л. І. Лідерство та стиль роботи менеджера : навч. посіб. – К. : ЦУЛ, 2009. – 192 с.

4. Морозов, В. В. Формування, управління та розвиток команди проекту (поведінкові компетенції) : навч. посіб. / В. В. Морозов, А. М. Чередніченко, Т. І. Шпильова. – К. : Таксон, 2009. – 464 с.

5. Максвелл Дж. Розвину лідера у собі / Пер. з англ.. Н.Гербіш. – К.: Брайт Стар Паблішинг, 2013. – 184 с.

6. Нестуля О.О. Основи лідерства. Тренінг лідерських якостей та практичних навичок менеджера: навч. посіб. / О.О.Нестуля, В.В.Карманенко. – К.: Знання, 2013. – 287 с.

Recommended reading

1. Оуэн Х., Ходжсон В., Газзард Н. Призвание – лидер: Полное руководство по эффективному лидерству / Пер. с англ. – Днепропетровск: Баланс Бизнес Букс, 2005. – 384 с. 5. Фарсон Р., Кейес Р. Парадоксы лидерства. Выигрывает тот, кто делает больше ошибок / Пер. с англ. – М.: ООО ИД «София», 2006. – 160 с.

2. 7 нот менеджмента. Настольная книга руководителя / под ред. В.В.Кондратьева. – М. : Эксмо, 2008. – 976 с. 2. Адаир Дж. Джон Адаир о менеджменте и лидерстве: [пер. с англ.] / Дж. Адаир. – М.: Эксмо, 2007. – 208 с.

3. Айзексон У. Стив Джобс. – М.: Астрель, 2012. – 688 с. 4. Батушан В. Політичне лідерство в контексті державного управління: історичний досвід / В. Батушан // Вісн. Нац. акад. держ. управління при Президентіві України. – 2009. – № 4. – С. 213-221.

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.

6. Лі Цзиці. Лідерські якості менеджерів: вектори успіху / Лі Цзиці. - Київ: Центр учбової літератури, 2018. — 184 с.

Language of teaching English

Compulsory reading

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

Recommended reading

1. Charteris-Black Jonathan (2006). *The Communication of Leadership: The Design of Leadership Style* / Routledge, 2006. — x, 250 pages. — (Routledge Studies in Linguistics). — ISBN-10: 041537829X; ISBN-13: 978-0415378291.

2. 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.

3. Renz D.O. *The Jossey-Bass* (2016). *Handbook of Nonprofit Leadership and Management* / Wiley, 2016. — 809 p. — ISBN: 9781118852965

METHODS OF TEACHING IN HIGHER EDUCATION				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian	2/11 weeks, 44 hours in class	6 / Elective	Nataliia Volkova, Doctor of science, Full professor	18- hours (22 h. lectures, 22 h. seminars/practical, 136 h. self-study time)
Course aims: The course is aimed at acquiring knowledge of the structure and content of the educational process in higher educational establishments focusing on teachers' work, forms of educational interaction with students, planning, organization and analysis of various types of educational and extracurricular studies.				
Learning outcomes On completion of the course, students will be able to:		Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)	
1) apply the methods and techniques of pedagogical influence on personality and methods of pedagogical research in exploring and implementation of effective forms and methods of training and education; 2) support and form favourable social and psychological climate in a group for successful teaching activity; 3) follow in their activity the regulatory requirements for educational process in higher education; 4) operate knowledge about students' age features; 5) master teaching techniques and culture of teacher of the university, manage knowledge about students' age features; 6) operate basic types and methods of educational process in higher education; 7) apply methodology of development of educational materials and of teaching in higher education; 8) use the acquired ability and skills in process of preparing methodological support for various types of studies and assessment of knowledge; 9) follow basic requirements for the organization and control of independent and		1. Lecture, tutorials, discussion Resolution of pedagogical case studies 2. Tutorials, Case study in small groups 3. Lecture, tutorials 4. Internet search, self-study activities 5. Problem lecture, discussion 6. Problem lecture, case study in small groups 7. Problem lecture, discussion 8. Role play, resolution of pedagogical case studies 9. Self-study activity, tutorials	1. Participation in the discussion Participation in the case study (CAS) 2. Pedagogical case studies, test (CAS) 3. Essay, test (CAS) 4. Presentation (CAS) 5. Participation in the discussion, Practical skills assessment, test (CAS) 6. Peer small group presentation (CAS) 7. Participation in the discussion 8. Pedagogical case+ Participation in the pedagogical case studies (CAS) 9. Practical skills assessment	

individual forms of students' work Learning outcomes 1-9		Final exam (FAS)
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 pedagogical case studies 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% The resolution of pedagogical case studies 10% Presentation (oral, multimedia)		
Contents		
Thematic structure of the course: <ol style="list-style-type: none"> 1) Theoretical and methodological basis of pedagogy in higher education 2) Methods and techniques of modern scientific-pedagogical research 3) System of higher education as a special institution 4) Regulatory requirements for educational process in higher education 5) Ukrainian students as a special youth socio-demographic group 6) Pedagogical culture of a teacher of a higher educational establishments 7) Organization of educational process in higher education 8) Components of educational process of higher educational establishments 9) Teaching methods in higher education 10) Teaching methods and their classification 11) Methodological basis of teaching disciplines 12) Methodology of delivering lectures 13) Methodology for conducting practical studies and seminars 14) Assessment techniques of knowledge, abilities and skills (passing examinations and tests) 15) Technique of organizing term and diploma paper 16) Organization of independent and individual work of students 		
Literature		
Compulsory reading		
<ol style="list-style-type: none"> 1. Волкова Н.П. Інтерактивні технології навчання у вищій школі: навчально-методичний посібник. Дніпро: Університет імені Альфреда Нобеля, 2018. 360 с. 2. Каплінський В.В. Методика викладання у вищій школі: Навчальний посібник. Вінниця: ТОВ «Ніланд ЛТД», 2015. 224 с. 		
Recommended reading		
<ol style="list-style-type: none"> 3. Козлова Г.М. Методика викладання у вищій школі: Навчальний посібник. Одеса: ОНЕУ ротапринт, 2014. 200 с. 4. Методика викладання у вищій школі : навчально-методичний посібник / Уклад. : В. І. Кобаль. Мукачево: Вид-во МДУ, 2016. 203 с. 5. Прищак М.Д., Залюбівська О. Б. Педагогіка, психологія та методика викладання у вищій школі: курс лекцій. Вінниця : ВНТУ, 2019. 150 с. 6. Teaching Methods for Higher Education. Edition: First. Publisher: Dept. of Management Studies, Infant Jesus College of Engineering, Keelavallanadu, Tuticorin, Tamilnadu.. Editor: Dr. A. Rangaswamy. 2014. ISBN: 978-93-81992-73-9. 7. Klug J, Bruder S, Kelava A, Spiel C, Schmitz B. Diagnostic competence of teachers: A process model that accounts for diagnosing learning behavior tested by means of a case 		

scenario. *Teaching and Teacher Education*. 2013; 30: 38-46.

8. Khnyfr H. The higher education system in the world with strategy. *Journal of Cultural Management*. 2005; 3(9): 10.

9. McCarthy, P. (1992). *Common Teaching Methods*. Retrieved July 24, 2008

10. *Typical Teaching Situations: A handbook for Faculty and Teaching Assistants* (n.d.). Retrieved July 23, 2008

FINANCIAL MANAGEMENT				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian	1 /14 weeks, 56 hours in class	6 / Mandatory	Tetiana Bolgar, Doctor of Science, Full Professor	180 hours (28 h. lectures, 28 h. seminars / practical classes, 124 h. self-study time)
Course aims: This course will introduce the fundamental basic knowledge of the financial decision-making process and the analysis of value creation, current discussions on corporate governance, ethical dilemmas, globalization of finance, strategic alliances and provide a more global perspective of financial management.				
Learning outcomes On completion of the course, students will be able to:		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
1. Design the financial management system in terms of the three major decision areas that confront the financial manager;		Lecture, seminars, practical classes, practical classes, self-study activity		Test (computer), exercise, case study (CAS)
2. Generate the goal of the firm and summarize why shareholders' wealth maximization is preferred over other goals;		Self-study activity, solving problems, discussion		Participation in the discussion (debates), explanation solving problems (CAS)
3. Calculate, implement and evaluate both the future and present value of: an amount invested today;		Work in pairs to solve problems, workshop, solving problems		Student reports assessment, explanation solving problems, case study (CAS)
4. Define and explain the capital-asset pricing model (CAPM), beta, and the characteristic line;		Discussion, case study in small groups, solving problems		Peer small group presentation, case study, explanation solving problems (CAS)
5. Define, calculate, and categorize the major financial ratios and generate what they can tell us about the firm;		Self-study activity, solving problems, case study		Exercise, test (computer), case study presentation (CAS)
6. Apply and critically evaluate finance and investment theory with particular reference to the operation of financial markets;		Work in pairs to solve problems, presentation, self-study activity, solving problems		Participation in the discussion (debates), individual presentation assessment (CAS)
7. Apply and critically evaluate theories of financial statements and related analysis;		Workshop, self-study activity, solving problems		Exercise, test (computer), report, explanation solving problems (CAS)
8. Identify, define and analyze problems and identify and create process to solve them;		Self-study activity, solving problems Work in pairs to solve		Student reports assessment, exercises (CAS)

9. Demonstrate advanced numeracy and quantitative skills;	problems, workshop Discussion, case study in small groups Self-study activity, solving problems	Peer small group presentation, exercise, case study (CAS)
10. Engage and work effectively in groups.		Participation in the discussion (debates), student reports assessment (CAS)
Learning outcomes 1-5.		Mid-term control (CAS)
Learning outcomes 6-10.		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 solving problems and computer multiple choice tests)

60% Continuous assessment:

20% Peer small group presentation

40% Exercise

20% Student reports assessment

20% Solving problems

Contents**Thematic structure of the course:**

1 Introduction to financial management

2 Financial statement analysis

3 Sources of financing

4 Capital structure

5 Cost of capital

6 Leverage

7 Dividend decision

8 Capital budgeting

9 Working capital management

10 Special financing

Literature**Compulsory reading**

1. Фінансовий менеджмент : підручник / Д. І. Дема, Л. М. Дорохова, О. М. Віленчук [та ін.] – Житомир : ЖНАЕУ, 2018. – 320 с.

http://ir.znau.edu.ua/bitstream/123456789/9657/3/Finansoviy_menedzment_2018_320.pdf

2. Фінансовий менеджмент : навч. посіб. / [Васьківська К. В., Сич О. А.] . – Львів : «ГАЛИЧ-ПРЕС», 2017. – 236 с. <https://financial.lnu.edu.ua/wp-content/uploads/2015/10/%D0%BF%D0%BE%D1%81%D1%96%D0%B1%D0%BD%D0%B8%D0%BA-%D0%A4%D0%9C-30.pdf>

3. Фінансовий менеджмент: елект. навч. посібник / І.А.Бігдан, Л.І. Лачкова, В.М. Лачкова, О.В. Жилиякова – Х.:ХДУХТ, 2017. 197–с.

<http://elib.hduht.edu.ua/bitstream/123456789/1864/1/%D0%9F%D0%BE%D1%81%D1%96%D0%B1%D0%BD%D0%B8%D0%BA%20%D0%A4%D0%9C%20%D0%B5%D0%BB%D0%B5%D0%BA%D1%82.pdf>

Recommended reading

1. Василенко В.А. Теорія і практика розробки управлінських рішень [текст]: Навчальний посібник / В.А. Василенко.- К.: ЦУЛ, 2013. – 420 с.

2. Ванхорн Дж. С. Основы финансового менеджмента / Дж. С. Ванхорн, Дж. М. Вахович мл. – 12-е изд. – М. : Издательский дом "Вильямс", 2013. – 1232 с.
3. Балабанов И.Т. Финансовый менеджмент. Теория и практика / И.Т. Балабанов. – М. : Перспектива, 2011. – 656 с.
4. Финансовый менеджмент: Теория и практика: учебник / под ред. Е. Стояновой. – М. : Перспектива, 2011. – 656 с.
5. Гончаров А.Б. Фінансовий менеджмент : навч. посіб. / А.Б. Гончаров. – Х.: ВД "ІНЖЕК", 2011. – 240 с.
6. Офіційний сайт Агенції з розвитку підприємництва – [Електронний ресурс] – Режим доступу: www.ade.kiev.ua
7. Офіційний сайт економічної бібліотеки – [Електронний ресурс] – Режим доступу: www.economics.com.ua
8. Офіційний сайт Державного комітету статистики – [Електронний ресурс] – Режим доступу: www.stat.gov.ua
9. Офіційний сайт з управління фінансами – [Електронний ресурс] – Режим доступу: www.management.com.ua
10. FINANCIAL MANAGEMENT
http://vcmdrp.tums.ac.ir/files/financial/istgahe_mali/moton_english/financial_management_%5Bwww.accfile.com%5D.pdf
11. Albert HW, “Asset Securitization: Benefits for all Banks”, The Bankers Magazine, Nov-Dec 2012, pp. 16 – 20.
12. Stanley B. Block, Geoffrey A. Hirt, (2009). Foundations of Financial Management (Including accompanying Cases text) 13th ed., New York: McGraw Hill, Inc.
13. Van Horne, Wachowicz (2008) Fundamentals of Financial Management / 13th Edition, Pearson Education Limited.
14. FINANCIAL MANAGEMENT
https://facultyfp.salisbury.edu/dmervin/htdocs/FINA311/Web%20Pages/Fina_311_Fall_2012.htm
15. Brigham E.F., Gapenski L.C. (2001). Financial Management. Theory and Practice. 6th Edition, The Dryden Press.
16. Watt A. Project Management. <https://open.umn.edu/opentextbooks/textbooks/project-management>

ORGANIZATION OF TRAVEL BUSINESS				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	1 / 14 weeks, 56 hours in class	5 / Elective	Svitlana Kozhushko, Doctor of Science, Full Professor	180 hours (28 h. lectures, 28 h. seminars/practicals, 124 h. self- study time)
<p>Course aims: The course introduces the concept of tourism as a business, its growth and development, motivations for travel, role of tourism as an economic intervention, global nature of tourism, various tourism products and resources, emerging trends in tourism industry.</p>				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
<p>On completion of the course, students will be able to:</p> <p>1) demonstrate consistently accurate use of travel and tourism industry terminology, including commonly used definitions, concepts, models and patterns;</p> <p>2) demonstrate knowledge of tourism and travel industry as a branch of economy;</p> <p>3) describe the structure of tourism product and its components;</p> <p>4) analyse a range of tourist needs and motivations to travel;</p> <p>5) understand the development of tourist destinations (tourist area lifecycle);</p> <p>6) explain the range of transport and accommodation available;</p> <p>7) appraise impacts of tourism on country economy,</p> <p>8) discuss, evaluate and make reasoned decisions, recommendations and judgments on the development of tourism business both in the world and in particular region/country;</p>		<p>Lecture, self-study activities, blended learning</p> <p>Lecture, seminars, self-study activities (assigned /analytical reading</p> <p>Lecture, workshop (collaborative activities)</p> <p>Lecture, case study</p> <p>Lecture, self-study activities, collaborative learning</p> <p>Blended learning, small-group study</p> <p>Lecture, case study, project work</p> <p>Collaborative learning, blended learning, project work</p>		<p>Test, quiz, interview (CAS)</p> <p>Case study, essay (report) (CAS)</p> <p>Group work (project drafting (CAS)</p> <p>Essay (observation) Case study, presentation (CAS)</p> <p>Observation (territory analyses) (CAS)</p> <p>Report (search work results) (CAS)</p> <p>Essay (review), oral presentation(CAS)</p> <p>Problem solving essay, presentation(CAS)</p>

<p>9) identify and analyse current trends in world tourism market, consumer behaviour, their impact on the market situation.</p> <p>Learning outcomes 1- 9</p>	<p>Lecture (Socratic Questioning) Blended learning</p>	<p>Presentation / Letter of advice/ Evaluation Project-based report Mid-term control (CAS)</p>
<p>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</p>		
<p>Contents</p>		
<p>Module 1. Features of worldwide destinations World tourism market</p> <p>Geographical aspects of tourism business. Location of major continental land masses, oceans and seas. Location of the world’s major cities in relation to their importance as major tourism destinations and transport hubs. Social, cultural, economic and environmental impact of travel and tourism Patterns of demand for international travel and tourism Major tourism generators and receiving countries in the world, including current trends.</p> <p style="text-align: center;">Module 2. Tourism & travel business in modern economic environment</p> <p>Classification of tourism. Types of tourism World tourism resources and their evaluation. Tourism product, its structural elements. Interrelationship between travel and transport, catering and accommodation, attractions, leisure and recreation and business facilities Marketing and promotion in tourism. Marketing segmentation and targeting/ Statistics and forecast it world tourism development.</p>		
<p style="text-align: center;">Literature</p> <p><i>Language of teaching Ukrainian</i></p> <p style="text-align: center;">Compulsory reading</p> <ol style="list-style-type: none"> 1. Мальська М.П., Худо В.В., Цибух В.І. Основи туристичного бізнесу: Навч. посіб. – К.: Центр навчальної літератури, 2014. – 232 с. 2. Мальська М.П., Антонов Н.В., Ганич Н.М. Міжнародний туризм і сфера послуг: Підручник. – К.: Знання, 2008. – 661 с. <p style="text-align: center;">Recommended reading</p> <ol style="list-style-type: none"> 1. Сенін В.С. Организация международного туризма: Учебник. – 2 – е узд. Перераб. И доп. – М.: Финанси и статистика, 2013. – 543 с. 2. Економика и организация туризма. Международный туризм / Е.Л. Драчева, Ю.В. Забаев, Д.К. Исмаев и др.; Под ред. И.А.Рябовой, Ю.В. Забаева, Е.Л.Драчевой. – М.: КНОРУС, 2015. – 364 с. 3. Любіцева О.О. Ринок туристичних послуг: Геопросторові аспекти. – 2 – ге вид., перероб. та доп. – К.: Альтерпрес, 2013. – 324 с. <p><i>Language of teaching English</i></p>		

Compulsory reading

1. Fundamentals for tourism businesses. – Brirish Colambia, 2013. – 38 p.
2. The Emerald Handbook on Entrepreneurship in Tourism, Travel and Hospitality: Skills for Successful Ventures. Edited by Marios Sotiriadis, -UK, 2018.-448p.

Recommended reading

1. R.Sharply Travel and Tourism. – SAGE publications, London, 2006.-240 p.
2. International Tourism Highlights, 2019 Edition <https://www.e-unwto.org/doi/pdf/10.18111/9789284421152>
3. Chris Cooper and C Michael Hall Contemporary Tourism: An International Approach. – Oxford, 2008. -377p.

INTERNATIONAL MACROECONOMICS				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	1/14 weeks, 56 hours in class	6/ Mandatory	Sergii Kuzminov, Doctor of Science, Professor	180 hours (28 h. lectures, 28 h. seminars/practicals, 124 h. self-study time)
<p>Course aims: International macroeconomics as a science examines:</p> <ul style="list-style-type: none"> • International Monetary and Financial System • Foreign exchange rate and balance of payments • An analysis of international financial markets • Regulation of national economy by international financial organizations 				
Learning outcomes			Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)
On completion of the course, students will be able to:				
1) define the main principles of macroeconomic regulation in the global environment;			Lecture, practical classes, discussion	Participation in the discussion, essay (CAS)
2) explain the relationship between macroeconomic policy and changes in key indicators of the national economy;			Lecture, practical classes, individual research	Participation in the discussion, essay, test (CAS)
3) examine the main problems of the national economy related to financial markets, taxation of enterprises engaged in international economic activities, "money laundering".			Lecture, practical classes, self-study activity, Internet search	Presentation, essay, test (CAS)
4) analyze and summarize the scientific results obtained by domestic and foreign researchers on international macroeconomics, identify promising areas of development of theory and practice of macroeconomic regulation in the global environment, to compile a program of their own research.			Problem lecture, discussion, Internet search, self-study activities	Participation in the discussion, test (CAS)
5) develop strategies for the behavior of macroeconomic agents in various international markets.			Problem lecture, case study in small groups	Peer small group presentation (CAS)
6) analyze and use various sources of information for economic calculations			Discussion, individual research	Participation in the discussion, essay (CAS)

Leaning outcomes 1-3		Mid-term control, essay, presentation, test (CAS)
Leaning outcomes 1-6		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% Essay (written) 10% Presentation (oral, multimedia) 15% Mid-term control (computer multiple choice tests, mini case)		
Contents		
Thematic structure of the course: Currency and exchange rates Currency relations and balance of payments Characteristics of the world financial system World financial centers International currency market International credit market International securities market Features of international taxation Offshore centers in the system of international taxation Regulation of monetary policy of countries		
Literature		
<i>Language of teaching Ukrainian</i>		
Compulsory reading		
1. Міжнародна макроекономіка: навч. посібник [Текст] / Ю.Г.Козак, Ю.М. Пахомов, Н.С. Логвінова та ін.; за ред. Ю. Г. Козака, Ю. М. Пахомова, Н. С. Логвінової.- вид. 3-тє,перероб. та доп. [Текст] – Київ: Центр учбової літератури, 2017. – 410 с. 2. Делен С.А. Мировая экономика: консп. лекцій [Текст] / С.А. Делен. – М.: А-Приор, 2010. – 141 с. 3. Патица Н.І. Міжнародні валютно-кредитні відносини: навч. посібник: рек.МОНУ [Текст] /Н.І.Патица.– Київ.: Знання, 2012.– 566 с.		
Recommended reading		
1. Бестужева С.В. Міжнародні економічні відносини: навч. посіб. [Текст] / С.В. Бестужева; Харк. нац. екон. ун-т. – Х., 2009. – 384 с. 2. Боринець С.Я. Міжнародні валютно-фінансові відносини: підручник[Текст] / С.Я. Боринець. – 5-те вид., переробл. і доповн. – К.: Знання, 2008. – 582 с. 3. Світова економіка. Загальна характеристика світового співтовариства: [закономірності соціально-економічного розвитку людського суспільства як результат взаємодії ряду факторів, що утворюють матеріальну основу для економічного зростання].- Електронні дані // Навчальні матеріали онлайн : [електронна бібліотека книг та періодики на різноманітну тематику]. – [Б.м.], 2010-2017.- (Навчальні матеріали онлайн).- Режим доступу: http://pidruchniki.com/1728092438102/politekonomiya/svitova_ekonomika_zagalna_harakteristika/		

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

1. Maurice Obstfeld, Kenneth Rogoff (1998), Foundations of International Macroeconomics (The MIT Press), Accessible at^ <http://www.gdsnet.org/ObstfeldRogoffChapter1A.pdf>
2. Jordi Galí (2015), Monetary Policy, Inflation, and the Business Cycle: An Introduction to the New Keynesian Framework and Its Applications - Second Edition – 296p.

Recommended reading

1. Mark Aguiar and Gita Gopinath. Emerging Market Business Cycles: The Cycle Is the Trend, Journal of Political Economy, Vol. 115, No. 1 (February 2007), pp. 69-102, Accessible at: <https://www.jstor.org/stable/10.1086/511283?seq=1>
2. Coeurdacier N., S. Guibaud and K. Jin, "Credit Constraints and Growth in a Global Economy (Links to an external site.)," forth. American Economic Review, 2015, Accessible at: http://econ.sciences-po.fr/sites/default/files/file/CGJ_AER_final_01042015.pdf

STAFF DEVELOPMENT AND EVALUATION				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian	1/14 weeks, 42 hours in class/	6 / Elective	Olha Yevtushenko, Candidate of Science, Associate Professor	180 hours (28 h. lectures, 14 h. tutorials, 138 h. self-study time)
Course aims: 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.				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
On completion of the course, students will be able to:				
1) Is able to analyze and structure the problems of the organization for the evaluation and development of personnel, make management decisions and provide conditions for their implementation. 2) Able to demonstrate the ability to interact with people and influence their behavior 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 4) Able to argue their own point of view in the discussion on the basis of ethical considerations, socially responsible Learning outcomes 1-6		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)
Assessment				
Final grade (final assessment) as a result of 100% continuous assessment:				
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)				
Contents				
Thematic structure of the course:				
Module 1. Personnel evaluation				
Topic 1. Theoretical foundations of personnel evaluation				

Topic 2. Technology of personnel evaluation procedure
 Topic 3. Traditional methods of personnel evaluation
 Topic 4. Modern methods of personnel evaluation
 Topic 5. Psychological methods of personnel evaluation
 Module 2. Staff development
 Topic 6. Employee development as a component of personnel management of the organization
 Topic 7. Personnel development project management in the organization
 Topic 8. Certification as a method of staff development.
 Topic 9. Training and retraining of the organization's staff
 Topic 10. Business career management and work with the personnel reserve
 Topic 11. Fundamentals of social development of staff
 Topic 12. Stimulating staff development

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. 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.
2. 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>.
3. 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.
4. Киселева М. Н. Оцінка персоналу / М. Киселева. – СПб. : Питер, 2015. – 256 с.
5. Савченко В. А. Атестація персоналу та формування резерву керівників як чинники ефективного використання людських ресурсів / В. А. Савченко //
6. 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. Noe R.A. Employee Training & Development 7th ed. — McGraw-Hill Education, 2016. — 576 p.
4. Reed S.M. A Guide to the Human Resource Body of Knowledge (HRBoK) Wiley, 2016. — 624 p.

<i>MATHEMATICAL METHODS OF FORECASTING AND RESEARCH IN ECONOMICS AND MANAGEMENT</i>				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	2/14 weeks, 56 hours in class/	6 / Elective	Volodymyr Momot, Doctor of Science, Professor	180 hours (28 h. lectures, 28 h. tutorials, 124 h. self-study time)
This course is designed to provide students with the basic econometric methods and quantitative techniques for the forecasting and research in economics needed to undertake applied research projects				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
On completion of the course, students will be able to:				
Apply reasoned judgements to solve a variety of statistical and econometric problems in business disciplines such as Accounting, Economics, Finance and Marketing, with reference to business, government policy and global perspectives.		Lecture, tutorials, discussion, Internet search, self-study activities Problem solution, case studies in small groups		Participation in the classwork, problem solution, test (CAS)
Effectively communicate business data and econometric concepts to professionals and non-professionals in diverse business contexts.		Problem solution, case studies in small groups		Participation in the classwork, problem solution, test (CAS) Participation in the in-class practical exercises (FAS)
Assessment				
Final grade (final assessment) as a result of 100% continuous assessment:				
50% Set in-class practical exercises				
50% Set in-class practical exercises				
Contents				
Thematic structure of the course:				
<ol style="list-style-type: none"> 1. Principles of econometric modelling 2. Simple linear regression 3. Non-linear regression 4. Linear model of multiple regression 5. The system of indicators of quantitative evaluation of risk degree 6. Analysis and risk management in economics 7. Additive versus multiplicative model in the time series. 8. Econometric models of the dynamics 				

Literature

Ukrainian track

Compulsory reading

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

Recommended reading

1. Орлов А.И. Эконометрика: учебник / А.И. Орлов. – М. : Изд-во «Экзамен», 2002. – 576 с.
2. Тихомиров Н. П. Эконометрика: учебник для вузов / Н. П. Тихомиров, Е. Ю. Дорохина. – М.: Экзамен, 2003. - 512 с.
3. Эконометрика : учебник для вузов / под ред. Ю.Н. Иванова. – М.: ИНФРА-М, 2008. – 735 с.

English track

Compulsory reading

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

Recommended reading

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

<i>MOTIVATIONAL MANAGEMENT</i>				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	2/12 weeks, 36 hours in class/	4,5 / Elective	Hanna Mytrofanova, Doctor of science, Full Professor	135 hours (24 h. lectures, 22 h. seminars/practical, 99 h. self-study time)
The purpose of the discipline is the formation of theoretical and applied knowledge in the field of motivational management, strengthening the work activity of staff, improving the quality of performance 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.				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
On completion of the course, students will be able to:				
1) understand the features of the concepts of motivational management;		Problem lecture, discussion		Participation in the discussion, Essay, test (CAS)
2) understand the basic methodological approaches to motivational management;		Problem lecture, discussion, case study in small groups		Case study (CAS) Oral presentation
3) effectively develop the main directions of increasing the level of motivation of subordinates;		Problem lecture, self-study activities		Report (CAS)
4) effectively use methods to build the process of motivational management;		Internet search, self-study activities		Peer small group presentation (CAS)
5)				
6) successfully apply modern methods and tools of motivational management;		Problem lecture, workin small group discussion		Participation in the discussion, group presentation (CAS)
7) create and organize effective team activities;		Problem lecture, case study in small groups		Participation in the discussion, role play (CAS)
8) effectively introduce modern forms and methods of tangible and intangible motivation.		Problem lecture, discussion, role play		Participation in the discussion, role play (CAS)
Assessment				

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:**

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

Literature

Language of teaching Ukrainian

Compulsory reading

1. 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. Минчингтон Б. HR-бренд: Как стать лидером. Строим компанию мечты / Б. Минчингтон ; пер. с англ. — М. : Юнайтед Пресс, 2011
4. Назарова Г. В. Управління соціально-трудовою сферою підприємства : монографія / Г. В. Назарова, С. Ю. Гончарова, Н. В. Водницька ; за заг. ред. Г. В. Назарової. — Харків : Вид. ХНЕУ, 2010
5. Одегов Ю. Г. Мотивация персонала : учеб. пособие. Практик. задания (практикум) / Ю. Г. Одегов, Г. Г. Руденко, С. Н. Апенько, А. И. Мерко. — М. : АльфаПресс, 2010.
6. Прохоровська С., Островерхов В., Запорожан Л. Винагорода за працю в мотивації персоналу в сфері публічного управління. Регіональні аспекти розвитку продуктивних сил України. 2018. №. 22. С. 92–97.
7. Семенова Л. Ю., Татарінова К. С. Розробка ефективного мотиваційного механізму діяльності підприємства // Молодий вчений. 2017. Т. 65. №. 1. С. 239–241.
8. Шкільняк М. Менеджмент у системі корпоративного управління // Вісник Тернопільського національного економічного університету. 2016. №. 2. С. 7–20.

*Language of teaching English***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. Gordon, Judith R. Organizational Behavior: A Diagnostic Approach. / Judith R. Gordon. 7th ed. Upper Saddle River, NJ: Prentice Hall, 2001.
2. Hamel M. C. Compensation guid / M. C. Hamel. // A Manual on Compensation Practice and Theory. — 2008. — March.
3. 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.
4. Herzberg F. Motivation to work. Routledge, 2017. 218 p.
5. Jones, Gareth R. Contemporary Management. / Jones, Gareth R., Jennifer M. George, and Charles W.L. Hill. 2nd ed. Boston: Irwin/McGraw-Hill, 2000.
6. Porter, Lyman W. Motivation and Work Behavior. / Porter, Lyman W., Gregory Bigley, and Richard M. Steers. 7th ed. New York: McGraw-Hill/Irwin, 2002.
7. McPheat Sean. MTD Training. Personal Confidence & Motivation / Bookboon, 2013. — 56 p. — ISBN: 978-87-7681-665-0.

MANAGEMENT OF INTERNATIONAL BUSINESS COMPETITIVENESS				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	2/12 weeks, 36 hours in class	4.5 / Mandatory	Oksana Koshulko, Ph.D. (Candidate of Science), Associate Professor	135 hours (24 h. lectures, 12 h. seminars/practicals, 99 h. self-study time)
Course aims: Students will gain the ability to analyse complex data about the peculiarities of international competitive advantages of different countries, regions and companies that have achieved success in the global markets.				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
On completion of the course, students will be able to:				
1) analyse the factors and characteristics of international competitive advantage; 2) understand and research international competitiveness at the national, regional, industry and company levels, and identify ways to enhance it; 3) make recommendations on the development of the country's policies and company strategies and take practical decisions on international specialization and selecting the most favourable trading and investment partners; 4) identify and evaluate performance and factors of international competitiveness of companies, products and services to develop programs to improve it.		Lectures, seminars, brainstorming Lectures, seminars, case study, discussion Lectures, seminars, students' reports on their individual research tasks. Lectures, seminars, Internet search, self-study activities		Participation in the discussion (CAS) Participation in the discussion and case study (CAS) Reports on self-study activities, presentation assessment (CAS) Presentation assessment, reports on self-study activities (CAS) Mid-term control: tests, mini case (CAS) Final exam (FAS)
Learning outcomes 1-4				
Learning outcomes 1-4				
100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%) 40% Final exam (a set of written assignments, each assignment includes tasks with open questions and an essay) 60% Continuous assessment: 10% Participation in the discussions 20% Essay/ report (written) 10% Presentation (oral, multimedia) 20% Mid-term control (multiple choice tests, calculation tasks, mini case)				

Contents
<p>Competition and competitiveness in the market economy. Regulation of competition at the national and international levels. Current models of competitiveness of national economies. International competitiveness of regions. Competitiveness of industries in the world economy. Factors of competitiveness of companies and ways of enhancing it. Competitiveness of goods and services in the global markets.</p>
Literature
<i>Language of teaching Ukrainian</i>
Compulsory reading
<ol style="list-style-type: none"> 1. Маслак О. І., Квятковська Л. А., Кулінічев П. К. Конкуренція: її сутність та особливості в умовах глобалізації// Технологический аудит и резервы производства. – № 3/3(17), 2014. – С. 57-61. 2. Борисова Т. Феномен міжнародної конкуренції в сучасній економіці / Т. Борисова // Галицький економічний вісник. – 2010. – №2 (27). – С. 34-40. 3. Безпека та конкурентоспроможність економіки України в умовах глобалізації: монографія [О.С. Власюк, А.І. Мокій, О.І. Іляш, В.І. Волошин, М.І. Флейчук, Т.О. Власюк та ін.] / за заг. ред. О.С. Власюка. – К.: НІСД, 2017. – 384 с. 4. Сіваченко І. Ю., Козак Ю. Г., Логвінова Н. С. та ін. Управління міжнародною конкурентоспроможністю підприємств: Кредитно-модульний курс: Навч. посіб. 3-тє вид. – К.: Центр учбової літератури, 2010. – 312 с. 5. Пономаренко В.С., Піддубна Л.І. Управління міжнародною конкурентоспроможністю підприємства: Підручник. – Х.: ВД «ІНЖЕК», 2008. – 328с.
Recommended reading
<ol style="list-style-type: none"> 1. Градобитова Л.Д. Теория международной конкурентоспособности государств М. Портера. Учебное пособие. – М.: МГИМО, 1996. 2. Девяткин Е.А. Теория и практика конкуренции: Учебно-методический комплекс. – М.: ЕАОИ, 2008. – 232 с. 3. Портер М. Конкурентная стратегия: Методика анализа отраслей и конкурентов. – М.: Альпина Бизнес Букс, 2005. – 454 с. 4. Портер М. Международная конкуренция. – М.: МО, 1993. 5. Юданов А. Ю. Конкуренция: теория и практика. Учебно-практическое пособие. М.: Изд-во ГНОМ и Д, 2001. – 304 с.
<i>Language of teaching English</i>
Compulsory reading
<ol style="list-style-type: none"> 1. Council of the European Union. (2010). Competitiveness (Internal Market, Industry and Research). 6983/1/10 REV 1, press release, Brussels, 1-2 March 2010. 2. Doing Business 2019. Training for Reform. World Bank Group, 2019, 311 p. 3. Miller T., Kim A., Roberts J. (2019). 2019 Index of Economic Freedom. The Heritage Foundation, 496 p. 4. Porter, M. E. (1990). The Competitive Advantage of Nations. <i>Harvard Business Review</i>, 68(2), 73-93. 5. Porter, M. E. (2008). The Five Competitive Forces that Shape Strategy. <i>Harvard Business Review</i>, 86(1), 79-93. 6. Schwab, K. (2018). The Global Competitiveness Report 2018. Geneva: World Economic Forum.

7. World Competitiveness Ranking 2018. Country Profile, 2018.

Recommended reading

1. Alvarez, I., Marin, R., Fonfria, A. (2009). The role of networking in the competitiveness of firms. *Technological Forecasting & Social Change*, 76, 410–421.
2. Doing Business 2018. Reforming to Create Jobs. World Bank Group, 2018, 312 p.
3. Ma, H. (2000). Of Competitive Advantage: Kinetic and Positional, *Business Horizons*, 43(1), 53-64.
4. Porter, M.E. (1998). *Competitive Strategy. Techniques for Analyzing Industries and Competitors*, New York: The Free Press.
5. Schwab, K. (2018) *The Global Competitiveness Report 2017–2018*. Geneva: World Economic Forum. 393 p.
6. Terziovski, M. (2010). Innovation practice and its performance implications in small and medium enterprises (SMEs) in the manufacturing sector: a resource-based view. *Strategic Management Journal*, 31, 892–902.

CONJUNCTURE ANALYSIS OF WORD MARKETS				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	2/12 weeks, 36 hours in class/	4.5 / Mandatory	Alisa Magdich, Ph.D. (Candidate of Science), Associate Professor	135 hours (24 h. lectures, 12 h. seminars/practicals, 99 h. self-study time)
The objective of the course is to equip students help students ensure understanding of the functioning of international business, find out the essence of economic forms of international business, forming the basic trends of international business.				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
On completion of the course, students will be able to:				
1) single out the main theoretical approaches to the analysis of economic environment, understand goals and objectives of market analysis		Lecture, practical classes, discussion Role play		Participation in the discussion (CAS) Participation in the role play (CAS)
2) to conduct a comprehensive analysis of the most important factors affecting the world economic environment and development of particular world commodity markets		Practical classes, self-study activity Lecture, practical classes		Essay, test (CAS)
3) evaluate changes and determining trends in the development of the world market under the influence of market-forming factors		Internet search, self-study activities Problem lecture		Essay, test (CAS)
4) use specific techniques in analyzing the current situation on world markets		Problem lecture, case study in small groups		Presentation (CAS)
5) apply basic methods of forecasting the situation on the most important commodity and financial markets;		Problem lecture, discussion		Participation in the discussion, test (CAS)
6) analyse events and phenomena of international business environments;		Workshop, mini cases		Peer small group presentation (CAS)
7) interpret events in various countries and regions;		Survey, role play		Participation in the discussion
8) put into practice the knowledge and skills for independent analytical work		Lecture-demonstration, case study		Essay, test (CAS)
Learning outcomes 1-4				Mid-term control (CAS)
Learning outcomes 5-8				Final assessment (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% Essay (written)

10% Presentation (oral, multimedia)

15% Mid-term control (computer multiple choice tests, mini case)

Contents**Thematic structure of the course:**

Module 1. Global economic environment and the peculiarity of the study of the conjuncture of the world commodity and financial markets.

The concept of the global market.

Cyclic and non-cyclic conjuncture-forming factors

The structure of the world commodity markets and development trends international trade.

The structure of the world financial market.

The difference between the financial market conjuncture and the commodity market conjuncture.

Module 2. Fundamentals of acceptance of marketing decisions

World prices as an integral indicator of market conditions

Dumping and anti-dumping investigations

Indicators and methods of analysis and forecasting of the world commodity markets

Approaches to the study and forecasting of market conditions

Methods of forecasting market conditions and factors determining their choice

Market monitoring

Literature

Language of teaching Ukrainian

1. Кузнецова, Г. (2019). *Конъюнктура мировых товарных рынков. Учебник и практикум для бакалавриата и магистратуры*. Litres.

2. Набок, І. І. (2018). Кон'юнктура світових товарних ринків.

Recommended reading

1 Яренко, А. В. (2015). Систематизація кількісних методів прогнозування кон'юнктури ринку в маркетингових дослідженнях. *Вісник Київського національного університету технологій та дизайну. Серія: Економічні науки*, (3), 11-18.

Ревенко, Л. С. (2015). Мировые товарные рынки: тенденции XXI века. *Вестник Санкт-Петербургского университета. Экономика*, (3).

Пасечник, Л. Г. (2018). Современные тенденции конъюнктуры мирового рынка продовольствия. In *Научное обеспечение инновационного развития агропромышленного комплекса регионов РФ* (pp. 189-193).

Щебакова, А. А. (2018). Методология анализа конъюнктурной среды. In *Образование. Наука. Производство* (pp. 2860-2864).

Language of teaching English

Compulsory reading

1. Montgomery, D. C., Jennings, C. L., & Kulahci, M. (2015). *Introduction to time series analysis and forecasting*. John Wiley & Sons.

2. Jiang, Z. Q., Xie, W. J., Zhou, W. X., & Sornette, D. (2018). Multifractal analysis of

financial markets. *arXiv preprint arXiv:1805.04750*.

3. Zhang, D., & Broadstock, D. C. (2018). Global financial crisis and rising connectedness in the international commodity markets. *International Review of Financial Analysis*.

Recommended reading

1. Casson, M. (2018). Economic analysis of international supply chains: an internalization perspective. In *The Multinational Enterprise*. Edward Elgar Publishing

2. Zhang, D., & Broadstock, D. C. (2018). Global financial crisis and rising connectedness in the international commodity markets. *International Review of Financial Analysis*.

3. Gardner, T. A., Benzie, M., Börner, J., Dawkins, E., Fick, S., Garrett, R., ... & Mardas, N. (2019). Transparency and sustainability in global commodity supply chains. *World Development*, 121, 163-177.

4. Hamilton, J. D. (2019). Measuring global economic activity. *Journal of Applied Econometrics*.

5. Luo, J., & Ji, Q. (2018). High-frequency volatility connectedness between the US crude oil market and China's agricultural commodity markets. *Energy Economics*, 76, 424-438.

6. BenSaïda, A., Litimi, H., & Abdallah, O. (2018). Volatility spillover shifts in global financial markets. *Economic Modelling*, 73, 343-353.

7. Meeker, M., & Wu, L. (2018). Internet trends 2018.

STAFF RECRUITMENT				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	3/5 weeks, 30 hours in class	3/ Elective	Hanna Mytrofanova, Doctor of Science, Professor	90 hours (15 h. lectures, 15 h. tutorials, 60 h. self-study time)
Course aims: 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.				
Learning outcomes		Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)	
On completion of the course, students will be able to:				
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)	
Assessment Final grade (final assessment) as a result of 100% continuous assessment: 40% Participation in the business play 30% Case study presentation 10% Test 20% Presentation (oral, multimedia)				
Contents				
Thematic structure of the course: 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. Иванова 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. Виртуозные 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

QUALITY MANAGEMENT				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian	3/5 weeks, 30 hours in class	3 / elective	Viktoriia Orlova, Ph.D. (Candidate of Science), Associate Professor	90 hours (15 h. lectures, 15 h. seminars/practical, 60 h. self-study time)
Course aims: 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				
Learning outcomes		Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)	
On completion of the course, students will be able to:				
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.

BUSINESS CONSULTING				
Language of teaching	Trimester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian	3/5 weeks, 30 hours in class	3 / Elective	Olha Yevtushenko, Candidate of Science, Associate Professor	90 hours (15 h. lectures, 15 h. tutorials, 60 h. self-study time)
<p>Course aims: The aim of the discipline is to develop the students knowledge and skills in the area of provision of consulting services, mastering the methods and ways of involving people in the organization problems diagnosing of processes change; the acquisition by future professionals consulting skills on governance and innovative development</p>				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
On completion of the course, students will be able to:				
1) develop their cognitive skills by explaining concepts; 2) experience the consulting process; 3) practice consulting skills; 4) reflect on various aspects of management consulting. 5) practice the consulting process and the client relationship; 6) consulting skills and professional development.		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, essay (CAS) Presentation (CAS) Peer small group presentation (CAS) Mid-term control: mini case (CAS)
Learning outcomes 1-6				
<p>Assessment Final grade (final assessment) as a result of 100% continuous assessment: 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>				
Contents				
<p>Thematic structure of the course: Module 1. The nature, methodology and technology processes consulting</p>				

1. The Institute of consulting and the consulting services market
2. The technology consulting process
3. The methodology of the consultation process

Module 2. Organization of business processes

4. The basics of organization and operation consulting firms
5. Marketing consulting services
6. The quality and effectiveness of the consultation process

Literature

Ukrainian track

Compulsory reading

1. Бутиліна О. В.Б. Управлінське консультування: навч.-метод. посіб. Харків: видавництво «Форт», 2014. 165 с.
2. Конспект лекцій з дисципліни «Управлінське консультування» для здобувачів вищої освіти зі спеціальності 073 «Менеджмент» за освітньо-професійною програмою «Менеджмент». Укладач: С.І.Тарасенко. Кам'янське: ДДТУ, 2017. 149с.
3. Конспект лекцій з дисципліни «Управлінське консультування» для здобувачів вищої освіти зі спеціальності 073 «Менеджмент» за освітньо-професійною програмою «Менеджмент». Укладач: С.І.Тарасенко. – Кам'янське: ДДТУ, 2017. 149с.
4. Кубра М.Н. Управлінське консультування / М.Н. Кубра. – К.: Центр учбової літератури», 2014. – 422 с. Основи економічного консалтингу: методичні рекомендації для студентів спеціальності Спеціальності: 071 Облік і оподаткування. Спеціалізація: Бізнес-консалтинг. Укл. Колісник Г.М. Ужгород: ДВНЗ «УжНУ», 2018. 100 с.

Recommended reading

1. Безкровний М. Ф., Кропивко М. Ф., Палеха Ю. І., Іщенко Т. Д. Управлінський консалтинг : підручник. Київ.: Видавництво Ліра-К, 2015. 336 с.
2. Лукьянова Т.В., Клопотовская П.В. Востребованность консалтинга в области управления персоналом.Кадровик. 2013. № 8. С. 124-131.
3. Охріменко О. О. Міжнародний консалтинг: навч. посіб. Київ: НТУУ «КПІ», 2016. 184 с.
4. Робота з персоналом організацій: навч. посіб. За ред. І. П. Рущенко. Харків: Видавництво «Форт», 2013. 460 с.
5. Семеняк І. В. Основи управлінського консультування: навч. посібник Х.: ХНУ ім. В. Н. Каразіна, 2012. 128 с

English track

Compulsory reading

1. Biech Elaine. The New Business of Consulting: The Basics and Beyond Wiley, 2019. — 329 p.
2. Blake William F. Introduction to Security Consulting: A Lucrative Business Service Charles C Thomas • Publisher Ltd., 2019. — 282 p.
3. Chereau Philippe, Meschi Pierre-Xavier. Strategic Consulting: Tools and methods for successful strategy missions Palgrave Macmillan, 2018. — 260 p.
4. Cosentino M.P. Case in Point 9: Complete Case Interview Preparation Burgee Press, 2016. — 264 p.

Recommended reading

1. Cosentino Marc P. *Case in Point 9: Complete Case Interview Preparation* 9th Ed. — Burgee Press, 2016. — 150 p.
2. Plunkett Jack W. *Plunkett's Consulting Industry Almanac 2018* Plunkett Research, Ltd, 2018. — 366 p.
3. Weiss Alan. *Million Dollar Consulting: The Professional's Guide to Growing a Practice* 5th Ed. — McGraw-Hill Education, 2016. — 223 p.

MODERN MARKETING AND PR-TECHNOLOGIES				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	3/5 weeks, 30 hours in class	3 / Elective	Tatiana Mishustina, PhD (Candidate of Science), Associate Professor	90 hours (15 h. lectures, 15 h. seminars/practical, 60 h. self-study time)
Course aims: The course's aim is to provide students with basic theoretical knowledge of public relations as a specific field of communicational and managerial activity as well as develop student's skills in planning, organizing, running and evaluating PR-campaigns.				
Learning outcomes On completion of the course, students will be able to:		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
1) understand the nature of PR as a specific field of organizational activity;		Lecture, Internet search, self-study activity, practical classes		Participation in the discussion, case study (CAS)
2) analyze PR's role in the contemporary system of social, political and economic relations;		Lecture, Internet search, self-study activity, practical classes		Participation in the discussion, essay (CAS)
3) single out the main objects and subjects of PR-activities;		Lecture, Internet search, self-study activity, practical classes		Participation in the discussion, test, practical skills assessment, case study (CAS)
4) evaluate problems most commonly faced by those responsible for PR-activities;		Problem lecture, Internet search, self-study activity, practical classes		Case study, test (CAS)
5) rationally choose and compare the effectiveness of methods of PR;		Problem lecture, panel discussion, workshop		Participation in the discussion, practical skills assessment (CAS)
6) reasonably and responsibly apply basic PR-methods and "technologies" in the field of his/her future professional activity;		Lecture, workshop		Case study, practical skills assessment (CAS)
7) acts individually and as a member of a team in the course of a PR-campaign of any nature (political, business, non-profit, non-		Lecture, self-study activities		Participation in the discussion, practical skills

governmental, domestic, international, etc.).		assessment (CAS)
Learning outcomes 1-7		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 factual questions and analytical task) 60% Continuous assessment: 10% Participation in the discussion 10% Test (written form) 10% Essay 20% Case study 20% Practical skills assessment		
Contents		
Thematic structure of the course: Module 1. The essence and organization of public relations. Methods and “technologies” of public relations 1. The essence and major functions of public relations. History of public relations. 2. Organization of public relations: objects, subjects, major functions. 3. PR-campaigns. 4. Methods and “technologies” of public relations. 5. Image-building and branding in the structure of public relations. Module 2. Main fields of public relations 6. Public relations in business and marketing. 7. Political public relations. 8. Public relations and public administration. 9. Public relations and lobbying. 10. Crisis public relations.		
Literature		
<i>Language of teaching Ukrainian</i>		
Compulsory reading		
1. Полторац В.А. PR в бизнесе: Конспект лекций [Текст] / В.А. Полторац. – Д.: Издательство ДУЭП, 2008 – 112 с. (базовий підручник). 2. Королько В.Г. Зв’язки з громадськістю. Наукові основи, методика, практика: Підручник [Текст] / В.Г. Королько. – К.: Вид. дім «Києво-Могилянська академія», 2009. – 831 с. 3. Чумиков А.Н. Связи с общественностью: теория и практика [Текст] / А.Н. Чумиков. – М.: Дело, 2003. 496 с.		
Recommended reading		
4. Ольшанский Д.В. Политический PR [Текст] / Д.В. Ольшанский. – СПб.: Питер, 2003. – 544 с. 5. Політичний маркетинг: сутність, функції, проблеми використання: монографія [Текст] / [В.А. Полторац, І.А. Руденко, Д.В. Прошин та ін.] / За ред. В.А. Полторака. – Д.: Вид-во ДУЕП імені Альфреда Нобеля, 2010. – 152 с. 6. Панасюк А.Ю. Формирование имиджа: Стратегия, психотехники, психотехнологии [Текст] / А.Ю. Панасюк. – М.: Фолио, 2007. – 303 с. 7. Ушакова Н.В. Имиджелогия: Учебное пособие [Текст] / Н.В. Ушакова. – М.: Ин-кварто, 2010. – 352 с. 8. Моисеев В.А. Паблик рилейшнз - Средство социальной коммуникации. Теория и практика / Киев: Дакор, 2002. – 506с.		

9. Почепцов Г.Г. Паблик рилейшнз для профессионалов / Г.Г. Почепцов. – 2- е изд., испр. – Киев: Ваклер, 2000. – 622 с
10. Oliver S. Public Relations Strategy [Text] / S. Oliver. – London: Kogan Page, 2010. – 357 p.
12. Freitag A. Global Public Relations: Spanning Borders, Spanning Cultures [Text] / A. Freitag. – London: Routledge, 2008. – 306 p.

Language of teaching English

Compulsory reading

13. Oliver S. Public Relations Strategy [Text] / S. Oliver. – London: Kogan Page, 2010. – 357 p.
14. Wilcox D.L. Public Relations: Strategy and Tactics. – [Б.м.]: Harper-Collins Publ, 1992.

Recommended reading

15. Freitag A. Global Public Relations: Spanning Borders, Spanning Cultures [Text] / A. Freitag. – London: Routledge, 2008. – 306 p.
16. Broom Y., Dozier D. Using Research in Public Relations -New Jersey: Prentice-Hall, 1990.
17. Butler B.E. Public Relations in the United States Senate. – Ann Arbor, 1968, – 50 p.
18. Jefkins F. Public relations in world marketing / With a Forew. by the President of the Inst. of Public Relations V. Lewis. – London: Lockwood, 1966. – XII, 212 p.

<i>ECONOMIC JOURNALISM</i>				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	3/5 weeks, 30 hours in class/	3 / Elective	Ruslan Kliuchnyk, Ph.D. (Candidate of Science), Associate Professor	90 hours (15 h. lectures, 15 h. seminars/practicals, 60 h. self-study time)
Course aims: The course's aim is to provide students with basic theoretical knowledge of economic journalistic as a specific field of communicational activity, especially analysis of information from different sources.				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
On completion of the course, students will be able to:				
1) understand the nature of economic journalistic as a specific field of organizational activity;		Lecture, Internet search, self-study activity, practical classes		Participation in the discussion, case study (CAS)
2) analyze the role of journalistic in the contemporary system of social, political and economic relations;		Lecture, Internet search, self-study activity, practical classes		Participation in the discussion (CAS)
3) single out the main objects and subjects of international economic journalistic;		Lecture, Internet search, self-study activity, practical classes		Participation in the discussion, test, practical skills assessment, case study (CAS)
4) evaluate problems most commonly faced by journalists;		Lecture, Internet search, self-study activity, practical classes		Participation in the discussion, case study (CAS)
5) rationally choose and compare the effectiveness of methods of public relations;		Lecture, problem lecture, panel discussion, workshop		Participation in the discussion, case study (CAS)
6) reasonably and responsibly apply the principles of political correctness;		Practical classes, panel discussion, workshop		Participation in the discussion, case study, practical skills assessment (CAS)
Assessment Final grade (final assessment) as a result of 100% continuous assessment: 20% Participation in the discussion 20% Participation in the role play				

30% Essay (written) 30% Presentation (oral, multimedia)
Contents
<p>Thematic structure of the course:</p> <ol style="list-style-type: none"> 1) Economic journalistic as a specific field of organizational activity. 2) Types of journalistic. 3) Main objects and subjects of international economic journalistic. 4) Problems most commonly faced by journalists. Freedom of speech. 5) PR and marketing in international economic journalistic 6) The principles of political correctness.
Literature
<i>Language of teaching Ukrainian</i>
Compulsory reading
<ol style="list-style-type: none"> 1. Прошин Д.В. Паблік рилейшнз в міжнародних отношениях: Конспект лекцій [Текст] / Д.В. Прошин. – Д.: Издательство Днепропетровского университета экономики и права, 2005. – 95 с. 2. Новікова Л.В. Формування позитивного міжнародного іміджу країни як засобу посилення конкурентоспроможності / Л. В. Новікова, Л. О. Чернишова // Бізнес Інформ. - 2017. - № 11. - С. 30-35. 3. Каращук О. Моніторинг відкритих зарубіжних джерел інформації як перспективний засіб оцінювання іміджу країни [Електронний ресурс] / О. Каращук // Наукові праці Національної бібліотеки України імені В. І. Вернадського. - 2019. - Вип. 52. - С. 215-226. 4. Бугар А. А. Нові технології в дипломатії: вплив інновацій та комунікацій на ефективну міжнародну політику і побудову іміджу країни [Електронний ресурс] / А. А. Бугар // Гілея: науковий вісник. - 2018. - Вип. 133. - С. 219-222.
Recommended reading
<ol style="list-style-type: none"> 1. Ключник Р. М. Евфемізми у політичному дискурсі: типологія та проблеми перекладу з англійської на українську / Р. М. Ключник // Україна в гуманітарних і соціально-економічних вимірах. Матеріали II Всеукраїнської наукової конференції. 24-25 березня 2017 р., м. Дніпро. Частина I. / Наук. ред. О.Ю.Висоцький. – Дніпро: СПД «Охотнік», 2017. – С. 11-13. 2. Kliuchnyk R. (2019). Natural and socio-cultural factors in country image formation. Journal of Modern Economic Research, 1(3), 17-28. 3. Ключник Р. Политический протест в фокусе внимания англоязычной прессы / Руслан Ключник // Международная журналистика-2018: глобальные вызовы, региональное партнерство и медиа : материалы VII Междунар. науч.-практ. конф., Минск, 15 февр. 2018 г. / БГУ, Институт журналистики, Каф. зарубежной журналистики и литературы; сост. Б. Л. Залесский ; под общ. ред. Т. Н. Дасаевой. – Минск : Изд. центр БГУ, 2018. – С. 127-131. 4. Лазаревич, Е.М. Употребление эвфемизмов с функцией политкорректности в публицистических текстах (на материале английского языка) // Вестник Томского государственного университета. – 2014. – № 378. – С. 25-29. 5. Wirthlin A. The Public Relations Book [Electronic resource]. – Access mode: http://saigon.titocovn.com/sites/default/files/Files/2013/06/w5/PublicRelationsBook_0.pdf
<i>Language of teaching English</i>
Compulsory reading
<ol style="list-style-type: none"> 1. Kliuchnyk, R. (2019). Natural and socio-cultural factors in country image formation. Journal of Modern Economic Research, 1(3), 17-28. 2. Sriramesh K., Verčič D. Global Public Relations Handbook: Theory, Research, and Practice [Electronic source]. – Access mode:

<https://meistra.files.wordpress.com/2014/10/krishnamurthy-sriramesh-dejan-vercic-the-global-public-relations-handbook-revised-and-expanded-edition-theory-research-and-practice-communication-routledge-hardcover-2009.pdf>

3. Country Brand Index 201415 (2015). Available at: <https://www.futurebrand.com/uploads/CountryBrandIndex201415.pdf>

4. Odinkova, T. (2019). Tourism cluster as a form of innovation activity / T. Odinkova // Economics. Ecology. Society, Vol. 3, No. 2, 1–11.

5. Public Relations Handbook [Electronic resource]. Access mode: https://www.na.org/admin/include/spaw2/uploads/pdf/handbooks/PR-Handbook_2010.pdf

Recommended reading

1. Immigration: No visas for low-skilled workers, government says. URL: <https://www.bbc.com/news/uk-politics-51550421>

2. Wirthlin A. The Public Relations Book– Access mode: http://saigon.titocovn.com/sites/default/files/Files/2013/06/w5/PublicRelationsBook_0.pdf

3. What does BBC journalism mean for the rest of the world? URL: <https://blogs.lse.ac.uk/polis/2019/12/06/what-does-bbc-journalism-mean-for-the-rest-of-the-world/>

<i>PSYCHOLOGY OF NEGOTIATIONS</i>				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian, English	2/12 weeks, 44 hours in class	4.5 / Elective	Inesa Harkusha, Ph.D. (Candidate of Science), Associate Professor	135 hours (22 h. lectures, 22 h. seminars/practicals, 91 h. self-study time)
Course objective: develop students' common cultural and professional competences in psychology of communication and negotiation process; familiarise students with theoretical knowledge in the sphere of carrying out business negotiations, training rules and the principles of conducting negotiation process, practical training of methods which help to find the best alternative of the discussed agreement, come into contact with opponents, choose the best model of hearing the interlocutor; create skills of preparation and the analysis (introspection) of public statements; create competence in conducting business and extreme negotiations, decision-making in unpredictable situations, adaptation to changes in process of management business activity.				
Learning outcomes On completion of the course, students will be able to:		Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)	
1) to form ability to reason offers		1. Lecture, seminar, discussion of lecture materials and studied literature	1. Participation in a discussion, oral answers to questions (CAS)	
2) to analyze theoretical basic concepts of speech preparation;		2. Problem lecture, seminar dialogue, presentations, role-playing games	2. Independent work, oral answers to questions (CAS)	
3) to know features of various forms of business communication		3. Dialogue-lecture, "round table" based on independent preparation, Cases	3. Independent work, cases solution (CAS)	
4) to use methods and technologies of management of effective thinking-speaking persuasive public activity and ethical requirements to the speaker;		4. Lecture, seminar, performing of projects	4. Independent work, oral answers to questions, assessment of project work	
5) to know methods of verbal and nonverbal influence in negotiation process with terrorists		5. Problem lecture, "round table" based on independent search work, presentation	5. Oral answers to questions, solutions of tasks (problem situations), comments to tasks	
6) to use means of communication to transfer professionally oriented information and communication with experts in other industries and non-experts;		6. discussion-lecture, seminar, work in small groups, analysis of specific situations (case-study)	6. Independent work, oral answers to questions, case presentation	
7) to set the purpose and to formulate problems of business negotiations;		7. Reports of students - individual and in groups, presentation,	7. Oral answers to	

<p>8) To show knowledge of business communication, expressiveness of communication, skills of active hearing and to own technology of completion of business negotiations Learning outcomes 1-8</p>	<p>project work, search in the Internet 8. Independent work, case study in small groups, presentations, the Internet search</p>	<p>questions, solutions of tasks (problem situations), assessment of projects and presentation 8. Oral answers, case study (case presentation), presentation assessment Mid-term control (CAS)</p>
<p>Assessment Final grade (final assessment) as a result of 100% continuous assessment: 15% Test (multiple choice, computer) 10% Answers (oral) 15% Mid-term control (computational exercises, mini case) 10% Participation in the discussion 10% Participation in the role play 10% Presentation (oral, multimedia) 10% Participation in the brainstorming 20% Case study presentation</p>		
<p>Contents</p>		
<p>Thematic structure of the course: MODULE 1. Eloquence. Culture of communication and communication activity 1. Culture communication as science and art 2. Technic of speech invention. Categories and stages 3. Argument as an aspect of disposition. 4. Logical mistakes and manipulative tools MODULE 2. Psychology of Negotiation process 5. Negotiations - combined process. 6. Means of interactive interaction 7. Psychological aspects of negotiation process 8. Technic and tactics of argumentation in negotiation process. Listening of the partner as psychological tool. 9. Negotiations and manipulations 10. Accidental negotiations. Etiquette of telephone communication. National style of negotiating MODULE 3. Negotiations with criminals as criminal phenomenon 11. Psychology of negotiation process with terrorists and criminals 12. Crisis negotiations. Psychological problems of terrorism 13. Psychology of hostages 14. Lie and truth in negotiation process</p>		
<p>Literature</p>		
<p><i>Language of teaching Ukrainian</i></p> <p style="text-align: center;">Compulsory reading</p> <p>1. Риторична культура мовлення сучасного фахівця-психолога: навчальний посібник. Дніпро: Університет імені Альфреда Нобеля, 2019. 144 с 2. Рызов И.Р. Я всегда знаю, что сказать. Книга-тренинг по успешным переговорам ООО «Издательство «Эксмо», 2015. 168 с. 3. Руднев, В. Н. Риторика. Деловое общение: учебное пособие. 2-е изд., испр. и доп. Москва: КноРус, 2014</p> <p style="text-align: center;">Recommended reading</p>		

1. Аминов И.И. Психология делового общения: учеб. Пособие. Москва: Омега-Л, 2011. 304 с
2. Асмолова М.Л. Искусство презентаций и ведения переговоров: учеб. пособие, 3-е изд. Москва: РИОР: ИНФРА-М, 2019. 248 с. Президентская программа подготовки управленческих кадров). [Электронный ресурс]. URL: <http://znanium.com/bookread2.php?book=542559>.
3. Бороздина Г.В. Психология и этика делового общения: учебник. Под общ. ред. Г.В. Бороздиной. Москва: Юрайт, 2014. 463 с.
4. Бредемайер К. Черная риторика: Власть и магия слова. Пер. с нем. 2-е изд. Москва: Альпина Бизнес Букс, 2005. 224 с.
5. Бродовская Е.В. Переговоры: стратегии, тактики, техники: Учебное пособие. Тула: Изд-во ТулГУ, 2008. 150 с.
6. Гаркуша І.В. Риторична культура мовлення менеджерів: навч. посіб. Д.: РВВ ДНУ, 2008. 88 с.
7. Даймонд С. Переговоры, которые работают. 12 стратегий, которые помогут вам получить больше в любой ситуации, М., Манн, Иванов и Фербер, 2011. 560 с.
8. Караяни А.Г., Цветков В.Л. Психология общения и переговоров в экстремальных условиях. М.: ЮНИТИ-ДАНА, 2009.
9. Кеннеди Гэвин Договориться можно обо всем! Как добиваться максимума в любых переговорах Издательство: "Альпина Паблишер", 2013. 277 с.
10. Коткин Д. Жесткие переговоры или просто о сложном. ООО «Написано пером», 2015.
11. Кривокора Е.И. Деловые коммуникации: учебное пособие. Москва: ИНФРА-М, 2010. 190 с. Режим доступа: <http://znanium.com/>
12. Любезная Е.В. Риторика и ораторское искусство: практикум. Тамбов: Изд-во Тамб.гос. техн. ун-та, 2008. 84 с.
13. Мунин, А.Н. Деловое общение: курс лекций. Москва: Флинта: Наука, 2010. 376 с. Режим доступа <http://ibooks.ru/>
14. Назаришин В. Власть убеждения. Запорожье: «Просвіта», 2014. 194 с.
15. Одинцова М.А. Многоликость «ЖЕРТВЫ», или Немного о ВЕЛИКОЙ МАНИПУЛЯЦИИ Издательство: Флинта. 2010. 256 с.
16. Парійчук Р.І. РИТОРИКА: Навчально-методичний посібник з курсів «Основи риторики» та «Професійна риторика». Укл. Гузенко І.І. Львів, 2014. 328 с.
17. Поташев М., Левандовский М. Век клиента. ООО «Издательство АСТ»; Москва, 2015. 320 с.

Language of teaching English

Compulsory reading

1. Alison Wood Brooks. Emotion and the Art of Negotiation. A version of this article appeared in the December 2015 issue (pp.56–64) of Harvard Business Review.
2. Deepak Malhotra. Psychological Influence in Negotiation: An Introduction Long Overdue. Harvard Business School. 2008. 90 p.
3. Francesco AquilarMauro Galluccio. Psychological Processes in International Negotiations. Theoretical and Practical Perspectives. 2008. P. 171
4. Michele J. Gelfand, Jeanne M. Brett The Handbook of Negotiation and Culture. Stanford Business Books An imprint of Stanford University Press Stanford, California 2004. 479 p.

Recommended reading

1. Meerts P. W. et al. Diplomatic negotiation: essence and evolution. –Department of Public International Law, Faculty of Law, Leiden University, 2014.
2. Negotiations. / Lewicky R., Barry B., Saunders D. 6th ed. McGraw Hill, 2010. Part 1. 1 – 107
3. The International Negotiations Handbook Success Through Preparation, Strategy, and Planning. /

Ed. by E. Berghoff, M. Fieweger, T. Linguanti et al. - PILPG and Baker & McKenzie, 2007.
4. Katz L. Negotiating International Business: The Negotiator's Reference Guide to 50 countries
Around The World – L:Booksurge, 2006.

<i>CONFLICT MANAGEMENT</i>				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Course Coordinator	Student workload
Ukrainian	2/1 weeks, 42 hours in class	4,5 / elective	Inesa Harkusha, Ph.D. (Candidate of Science), Associate Professor	135 hours (24 h. lectures, 22 h. seminars/practical, 91 h. self-study time)
Course aims: the formation of in-depth knowledge of the current state of conflict, its theoretical and methodological tools with the selection of issues of political and international conflicts; be able to study human relations as a multifaceted phenomenon that combines both destructive and constructive elements.				
Learning outcomes On completion of the course, students will be able to:		Teaching methods, teaching and learning activities	Forms of assessment (continuous assessment CAS, final assessment FAS)	
1) to form a system of competencies on the basis of mastering theoretical knowledge;		Lecture, seminar, discussion based on lecture materials and studied literature sources	Participation in the discussion, oral answers to questions (CAS)	
2) analyze the features of organizational conflicts, their main types;		Lecture, independent work, analysis of specific situations (case-study), project implementation	Independent work, oral answers to questions (CAS)	
3) know ways to resolve conflicts;		Problem lecture, seminar-dialogue, essay, work in microgroups	Independent work, oral answers to questions (CAS)	
4) know the means of overcoming misunderstandings, disagreements and objective causes of conflicts;		Problem lecture, project implementation, work in small groups (legal conference)	Oral answers to questions (CAS)	
5) have the means to resolve legal, interpersonal, intrapersonal conflicts;		Lecture-dialogue, "Round table" on the topic of independent work, work in pairs to solve problems	Individual task (CAS)	
6) use in practice a variety of techniques for conflict prevention and resolution;		Lecture-discussion, seminar, work in small	Participation in the discussion,	

<p>7) implement in practice various strategies for resolving the conflict; demonstrate their own non-verbal repertoire for the transmission of professionally oriented information to prevent conflicts</p>	<p>groups, analysis of specific situations (case-study)</p> <p>Student reports - individual and in groups, presentations, project work, Internet search</p>	<p>independent work, oral answers to questions, presentation of case studies (CAS)</p> <p>Oral answers to questions, problem solving (problem situations), project evaluation and presentations (CAS)</p>
<p>Assessment 100% Final assessment as a result of 100% Continuous assessment 10% participation in the discussion 20% answers (oral) 10% test (computer, multiple choice) 20% individual task 20% presentation (oral, multimedia) 20% case study</p>		
<p>Contents</p>		
<p>Thematic structure of the course: MODULE 1. CONFLICTOLOGY AS A SCIENCE 1. Subject, content, structure and objectives of the course 2. Conflict and its nature. The essence, sources, functions, classification of conflicts 3. Conflict situation and incident. Structure and participants in the conflict. 4. Personality as a subject of conflict. Behavioral styles in conflict. 5. Intrapersonal conflicts MODULE 2. CONFLICTS OF INTERACTION AND WAYS OF THEIR RESOLUTION 6. Conflicts in the field of organizational and social relations 7. Conflict as a form of communication. Barriers to misunderstandings and ways to overcome them</p>		
<p style="text-align: center;">Literature Compulsory reading</p> <ol style="list-style-type: none"> 1. Конфліктологія: підручник/ [Є.Д.Скулиш, С.А.Кузьмін, О.Р.Охременко, О.В.Шамара]. К.: Видавничий дім «Артек», 2015. 362 с. 2. Анцупов А.Я., Шипилов А.И. Конфликтология. СПб., 2016. 525 с. Фундаментальная библиотека БГУ: https://library.bsu.by/marcweb3. 3. Булах І.С. Психологія життєвих криз особистості. Курс лекцій: навчальний посібник. НПУ імені М.П. Драгоманова. Вінниця, ТОВ «Нілан-ЛТД», 2015. 110 с. 4. Гришина Н.В. Психологія конфлікту. СПб., 2018. 576 с. Фундаментальная библиотека БГУ: https://library.bsu.by/marcweb3. 5. Гуменюк Л.Й. Соціальна конфліктологія: підручник. Львів: Львівський державний університет внутрішніх справ, 2015. 564 с. URL: http://dspace.lvduvs.edu.ua/bitstream/123456789/445/1/%D0%93%D1%83%D0%BC%D0%B5%D0%BD%D1%8E%D0%BA%20%D1%81%D0%BE%D1%86%D1%96%D0%B0%D0%BB%D1%8C%D0%BD%D0%B0%20%D0%BA%D0%BE%D0%BD%D1%84%D0%BB%D1%96%D0%BA%D1%82%D0%BE%D0%BB%D0%BE%D0%B3%D1%96%D1%8F%202015.pdf. (дата звернення 28.08.19). 6. Закон України «Про порядок вирішення колективних трудових спорів (конфліктів) 		

(Відомості Верховної Ради України (ВВР), 1998, N 34, ст.227); { Із змінами, внесеними згідно із Законом N 1096-IV (1096-15) від 10.07.2003, ВВР, 2004, N 6, ст.38 } {Офіційне тлумачення до Закону див. в Рішенні Конституційного Суду N 35-рп/2009 (v035p710-09) від 24.12.2009 } { Із змінами, внесеними згідно із Законами N 4719-VI (4719-17) від 17.05.2012, ВВР, 2013, N 15, ст.97 N 5026-VI (5026-17) від 22.06.2012, ВВР, 2013, N 22, ст.216 N 5458-VI (5458-17) від 16.10.2012, ВВР, 2013, N 47, ст.659}. URL: <http://zakon4.rada.gov.ua> (дата звернення: 28.08.2019).

7. Кашапов, М.М. Основы конфликтологии: учебное пособие для академического бакалавриата. Москва: Издательство Юрайт, 2018. 116 с. URL: <https://www.biblio-online.ru/bcode/423311> (дата обращения: 28.09.2019).

8. Конфліктологія: конспект лекцій для підготовки магістрів усіх форм навчання / Галаган В.Я., Орлов В.Ф., Отич О.М. К.: ДЕТУТ, 2008. 293 с. URL: http://lib.iitta.gov.ua/3936/1/%D0%9A%D0%BE%D0%BD%D1%84%D0%BB%D1%96%D0%BA%D1%82%D0%BE%D0%BB%D0%BE%D0%B3%D1%96%D1%8F_%D0%BF%D0%BF%D1%80%D0%B0%D0%B2%D0%BB%D0%B5%D0%BD%D0%B8%D0%B9_%D0%9E.%D0%9C._%D0%9E%D1%82%D0%B8%D1%87_rtf_2014_05_04_16_49_58_661.pdf . (дата звернення: 28.08.2019).

9. Лопарев А. В. Конфликтология: учебник для среднего профессионального образования. Издательство Юрайт, 2019. 290 с. (Профессиональное образование). ISBN 978-5-534-04677-9. ЭБС Юрайт. Режим доступа: URL: <https://urait.ru/bcode/439047> (дата обращения: 14.09.2020).

10. Матвійчук Т. Ф. Конфліктологія: навчально-методичний посібник. Львів: Вид-во «ГАЛИЧ-ПРЕС», 2018. 76 с.

11. Anita von Hertel Professionelle Konfliktlösung: Führen mit Mediationskompetenz. Campus Verlag; 3., überarbeitete Auflage. 2013. 238 s.

12. von Peter Knapp. Konfliktlösungs-Tools (Edition Training aktuell). Manager Seminare Verlags GmbH; 6. Auflage. 2019. 368 Seiten

13. Francis Onditi. Conflictology: Systems, Institutions, and Mechanisms in Africa. Rowman & Littlefield, 2020. 494 p.

14. Thomas C. Schelling. The Strategy of Conflict. Harvard University Press. 2007. 328 p.

Recommended reading

1. Анцупов А.Я., Баклановский С.В. Конфликтология в схемах и комментариях. 4-е издание. Учебное пособие. ЭБС Проспект 2016. – URL: <http://ebs.prospekt.org/book/30776>

2. Емельянов С. М. КОНФЛИКТОЛОГИЯ 4-е изд., испр. и доп. Учебник и практикум для академического бакалавриата. М.: Издательство Юрайт, 2019. 322-Бакалавр. Академический курс-978-5-534-06003-4: ЭБС Юрайт – URL: <https://biblio-online.ru/book/konfliktologiya-438314>

3. Конфликтология: Учебник / И. Козырев. М.: ИД ФОРУМ: ИНФРА-М, 2010. 304 с.: 60x90 1/16. (Высшее образование). (переплет) ISBN 978-5-8199-0416-9 - Режим доступа: <http://znanium.com/catalog/product/185227>

4. Toros H., Tellidis I. Editor's introduction: Terrorism and peace and conflict studies: investigating the crossroad // Critical Studies on Terrorism. 2013. Vol. 6. No. 1. P. 1-12. Harty M., Modell J. The First Conflict Resolution Movement, 1956-1971 // Journal of Conflict Resolution. 1991. Vol. 35. No. 4. P. 720-758

INTERNSHIP				
Language of teaching	Semester / Duration	ECTS credits / Type of course (mandatory, elective)	Coordinator	Student workload
Ukrainian	2, 3 / 8 weeks, 6 hours in class	12 / Mandatory	Olena Lytvynenko, Ph.D. (Candidate of Science), Associate Professor	360 hours (6 h. tutorials, 354 hours work at the enterprise)
<p>Internship aims: Internship aims to develop the students' professional ability to make independent decisions in the conditions of concrete production, to form skills of practical work in the chosen direction or specialty, to deepen knowledge about modern technologies and equipment of enterprises, their current normative base, to reduce the time for the adaptation of graduates in primary positions.</p>				
Learning outcomes		Teaching methods, teaching and learning activities		Forms of assessment (continuous assessment CAS, final assessment FAS)
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, comment of a company (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) act in a socially responsible and socially conscious manner		Work at the enterprise, self-study activity		Internship report, presentation (CAS)
5) demonstrate practical skills to work in different linguistic, cultural and legal contexts		Self-study activity, writing a report, preparing presentation		Internship report, presentation (CAS)
6) demonstrate practical skills of strategy of the enterprise (company)		Work at the enterprise		Internship report, presentation (CAS)
7) develop proposals and measures to improve the activities of the enterprise (company)		Self-study activity, work at the enterprise		Internship report, presentation (CAS)
8) understand how to motivate people and move toward common goals		Work at the enterprise		Internship report, comment of a company (CAS)
9) reasonably prove their own ideas and point of view to experts and non-experts in management		Discussion, writing a report, preparing presentation		Internship report, presentation (CAS)

2 semester Learning outcomes 1-3, 5, 8, 10-11		Final assessment (FAS)
3 semester Learning outcomes 1, 3, 4, 6-9, 11		Final assessment (FAS)
Assessment The results of each internship are evaluated separately by the final grade 2 semester Final grade (final assessment) as a result of 100% continuous assessment: 30% Comment of a company 40% Report 30% Presentation 3 semester Final grade (final assessment) as a result of 100% continuous assessment: 40% Comment of a company 40% Report 20% Presentation		
Contents		
2 semester 1. System of management of goods turnover of the enterprise. 2. Logistics system of the enterprise. 3. Formation of supply and sales policy in the organization. 4. Marketing policy of the organization. 5. Processes of pricing at the enterprise. 6. Management of production processes at the enterprise. 7. Corporate Customer Relationship Policy. 8. Operational strategy of the enterprise and mechanism of its formation. 9. Communication system of the organization. 10. Internal and external environment of the organization. 11. Formation of strategies and tactics of development at the firm. 12. The mechanism of decision-making by the management of the firm. 13. Management of the motivation of the workers of the organization. 14. Personnel planning and career management of workers at the enterprise. 3 semester 1. System of control at the enterprise. 2. Management of organization costs. 3. Accounting and auditing system at the enterprise. 4. Organization of work of leading managers of the enterprise. 5. Formation of the organizational structure of the enterprise (transformation of the organizational structure). 6. Management of business processes of the enterprise. 7. Information provision of the organization. 8. Risk management at the enterprise. 9. Credit and investment support of the organization. 10. Management of trademarks owned by the firm. 11. Business planning in the enterprise management system. 12. Operational planning processes in the organization. 13. Formation of the "corporate culture" of the enterprise. 14. Foreign economic relations of the enterprise. 15. Management of innovations at the enterprise. 16. Management of the document circulation system of the enterprise.		

Literature

Language of teaching Ukrainian

Compulsory reading

1. Кныш М.И. Стратегическое управление корпорациями / М.И. Кныш, В.В. Пучков, Ю.П. Тютюков. - СПб. : КультИнформПресс. - 2013. -239 с.
2. Матвіїшин Є.Г. Планування проектних дій: навчальний посібник / Є.Г. Матвіїшин. - К.: «Хай-Тек Прес», 2012. – 216 с.
3. Паршина О.А. Інформаційні системи і технології в менеджменті: Навч. посібник / О.А. Паршина, В.М. Косарєв, Ю.І. Паршин. – Д.: ДУЕП ім. Альфреда Нобеля, 2012. – 312 с.
4. Кубра М.Н. Управлінське консультування / М.Н. Кубра. – К.: Центр учбової літератури», 2014. – 422 с.
5. Ансофф И. Стратегическое управление: пер. с англ. / Науч. ред. и авт. предисл. Л. И. Евенко. - М.: Экономика, 2016.
6. Тертичка В.В. Стратегічне управління [Текст]: підручник / Валерій Тертичка. - Київ: К.І.С., 2017. - 931 с.

Recommended reading

1. Борщ Л.М. Інвестування: теорія і практика / Л.М. Борщ, С.В. Герасимова. – К.: Знання, 2007. – 685 с.
2. Кушлик О.Ю. Стратегічне управління [Текст]: навч. посіб. / О. Ю. Кушлик, Г. С. Степанюк; Івано-Франків. нац. техн. ун-т нафти і газу, Каф. менеджменту і адміністрування. - Івано-Франківськ : ІФНТУНГ, 2018. - 235 с.

Language of teaching English

Compulsory reading

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

Recommended reading

10. Mintzberg, H. (2000). *The rise and fall of strategic planning*. Harlow: Pearson Education.
11. Rothaermel, F. T. (2018). *Strategic management: Concepts*. Dubuque: McGraw-Hill Education.
12. Lynch, R. L. (2018). *Strategic management*. Harlow, United Kingdom: Pearson Education Limited.
13. Ansoff, H. I. (2014). *Strategic management*. Place of publication not identified: Palgrave Macmillan.

Structure of the Study Programme Management (Master's degree)

Semesters

1	2	3
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Teaching Units (Courses), ECTS* Mandatory
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Courses of Professional Training	18	9	0
TOTAL	18	9	0

Teaching Units (Courses) Elective** 25 ECTS
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Courses of General training	0	6	0
Professional courses and practical training	12	9	6
TOTAL	12	15	6

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

*One ECTS credit = 30 academic hours.

**There are no restrictions of choice for students within each elective block. The only requirement for the student is to obtain the determined number of credits for each elective block