

**Ministry of Education and Science of Ukraine  
Kyiv National University of Trade and Economics  
Faculty of Restaurant, Hotel and Tourism Business**

# **PROSPECTUS**

## **European Credit and Transfer System (ECTS)**

<b>Field of Science</b>	<b>07 «Management and Administration»</b>
<b>Field of Specialty</b>	<b>073 «Management»</b>
<b>Specialization</b>	<b>«Trade Management»</b>
<b>Academic Degree</b>	<b>«Master»</b>

**Kyiv 2018**

## INTRODUCTION

European credit transfer and accumulation system (ECTS) is a system of transferring and accumulating credits used in the European Higher Education Area with the aim to provide recognition, verify qualifications and educational components, facilitate academic mobility of higher education applicants.

The system is based on defining academic workload of the higher education applicants required to achieve specified learning outcomes and is recorded in ECTS credits.

ECTS Credit is a unit measuring the volume of academic workload of higher education applicant required to achieve specific (expected) learning outcomes.

One ECTS credit equals to 30 hours.

Workload of one academic year for full-time study is usually 60 ECTS credits.

Credits are awarded to higher education applicants after successful covering of the discipline and positive assessment of the achieved learning outcomes. Credit transfer and accumulation are facilitated by the use of ECTS key documents.

ECTS key documents are: Catalogue of the Discipline (information package), Application Form, Learning Agreement, Transcript of Records, European standard Diploma Supplement.

The list of grades for the subject reflects student's achievement in a way that is generally comprehensible and easily perceived in different educational establishments. For this purpose it uses a table of grades correspondence under 100-score assessment system, a national scale and an ECTS scale.

**Table of correspondence of ECTS grading scale, national and KNUTE assessment systems**

Grade according to ECTS scale	Definition	Grade according to KNUTE system
<b>A</b>	Excellent performance with few mistakes.	<b>90–100</b>
<b>B</b>	Above average with several mistakes.	<b>82–89</b>
<b>C</b>	Generally correct work with a number of significant errors.	<b>75–81</b>
<b>D</b>	Not bad, but considerable amount of drawbacks.	<b>69–74</b>
<b>E</b>	Performance meets the minimum criteria.	<b>60–68</b>

*The end of the table*

Grade according to ECTS scale	Definition	Grade according to KNUTE system
<b>FX</b>	Certain amount of work has to be done before retaking.	<b>35–59</b>
<b>F</b>	Serious further work, course repetition is required.	<b>1–34</b>

## **1. General information.**

### **1.1. Name and address.**

Kyiv National University of Trade and Economics  
Address: 19 Kyoto St., Kyiv, 02156 Telephone: 513-33-48, 531-47-41,  
Fax: 544-39-74, 544-74-14  
Email: [knteu@knteu.kiev.ua](mailto:knteu@knteu.kiev.ua)  
Official website: <http://www.knteu.kiev.ua>

### **1.2. Institution description (type and status in particular).**

KNUTE is one of the most prestigious educational institutions of Ukraine. Its history dates back from 1946. By the Decree of the President of Ukraine the University was given a national status in 2000. In 2006 KNUTE joined the Magna Charta of Universities.

The university is a leader in the system of the higher education in Ukraine. According to the number of submitted applications of applicants to higher educational institutions it occupied the 5<sup>th</sup> place in Ukraine in 2017 as well as the 1<sup>st</sup> place – among the economic institutions of higher education in Ukraine.

KNUTE consists of 6 academic institutes, 11 colleges and higher business schools in 10 cities of the country located in Kyiv, Kharkiv, Vinnytsa, Chernivtsi, Khmelnytsky, Uzhgorod, Colomyja, Burshtyn, Zhytomyr, Odesa.

In the basic institution in Kyiv there are 6 faculties:

Faculty of International Trade and Law;

Faculty of Economics, Management and Psychology;

Faculty of Finance and Banking;

Faculty of Accounting, Auditing and Informational Systems;

Faculty of Restaurant, Hotel and Tourism Business;

Faculty of Trade and Marketing.

More than 40 thousand students study in 19 specialties at the university. The professional training of specialists is conducted in 45 bachelor and 56 master programs, 9 of which are in English.

KNUTE carries out the training, retraining and advanced training of specialists in foreign and domestic trade, international economic relations, public management and administration, financial and banking system, fiscal services, insurance, entrepreneurship, trading and exchange activities, accounting and taxation, financial control and audit, management, marketing, journalism, law, international law, tourism, hotel and restaurant business, logistics, psychology, philology and IT industry: engineering of software, computer science, system analysis and other economic industries.

In the educational institution there was established a modern base for scientific research, developed a unique method for the preparation of scientific and pedagogical staff: there are 15 educational and research Ph.D. programs, 7 specialized scientific councils for doctoral thesis in 9 specialties and master dissertations in 12 specialties operate.

The university has a strong research and teaching staff able to solve tasks successfully. Creative university research teams are working effectively to address pressing scientific problems, research results are published in the scientific journals “Visnyk of KNUTE”, “Foreign trade: economics, finance, law” and in the International scientific journal “Products and Markets”.

The proportion of lecturers with academic degrees of doctor of sciences and PhD is more than 77 percent. Experts of KNUTE are actively involved in developing strategic directions of quality education assurance, they take part in a number of commissions and workgroups of the Ministry of Education and Science of Ukraine as well as other ministries and departments. Renowned specialists and scholars, honored figures of science and education, laureates of state awards in science and technology work for the university.

The structure of KNUTE includes: Institute of Higher Qualification, Center for European Education, Distance Learning Laboratory, where the training and retraining of specialists is done on the main professional job, Training center for external independent testing (EIT), Preparatory Department for Foreign Citizens and Persons without Citizenship, Career Development Center, Center for technology transfer, Center of pedagogical and psychological studies, High School of Teacher Excellence, Center of formation of contracts, Training and Production Association, Business training center,

Scientific and Technical Center for certification of products, services and quality systems. At the university there is also a Law Clinic “Center for Legal Protection”, which provides free legal assistance. Institute of Higher Qualification (IHQ) ensures the implementation of the concept of lifelong learning, training, providing educational services, including ones of international level, to prepare highly qualified professionals willing to work in modern economic conditions and compete successfully both on the domestic and international labor markets (MBA programs, second higher education, retraining and further training of staff).

KNUTE has the system of quality management which for the first time has been certified in accordance with the requirements of the international standard ISO 9001:2015 for institutions of higher education of Ukraine. Its harmonious component is the system of ensuring the quality of educational activities and the quality of higher education.

The university has developed internal standards for higher education as a set of requirements for the content and results of educational activities for each level of higher education within each specialty and specialization.

One of the significant advantages of KNUTE is the material and technical base of European level. Classrooms and laboratories are equipped with modern demonstration equipment, television panels, LED screens, laboratories – with research equipment and inventory. In general, the university has 46 computer rooms with modern information databases and software. The library is the largest one among the economic educational institutions with the electronic services of readers, access to international catalogues and funds. For students, favorable social and living conditions have been created: there are hostels, cafeterias and dining rooms, medical centers, laundry and other household items. The university has a unique sports complex, which includes a football field with artificial cover, basketball and volleyball playgrounds, table tennis, boxing ring, gyms etc. Students and the staff have the opportunity to relax at two University recreation bases on the Black Sea.

KNUTE concluded numerous agreements on creative scientific and technical commonwealth and cooperation in training specialists in all fields, including the Ministry of Economic Development and Trade of Ukraine, the Ministry of Finance of Ukraine, Ministry of Foreign Affairs of Ukraine, the State Fiscal Service of Ukraine, the State Treasury Service of Ukraine, Anti-Monopoly Committee of Ukraine, the State Finance Inspection of Ukraine, the Pension Fund of Ukraine,

Ukrainian Audit Chamber, the National bank of Ukraine, the leading commercial banks, trade, hotel and restaurant chains, advertising agencies, logistics and distribution centers and other organizations and institutions.

Creative contacts with more than 100 institutions of higher education, international centers and institutions from 30 countries of the world are established and maintained. An exchange of teachers and students is carried out, international projects are implemented, advanced training, retraining of specialists as well as students' practice in numerous universities of foreign countries, based on foreign enterprises, is conducted.

Kyiv National University of Trade and Economics is a member of the prestigious international organizations: International Association of Universities, University Agency of Francophonie, International Society of Commodity Scientists and Technologists, Association of Leading University Higher Business Schools, International Association of higher and secondary specialized educational institutions of trade and consumer cooperation, World Association for Recreation, etc.

Among the graduates of the university there are well-known public figures, heads of state and government authorities, organizations and businesses, diplomatic officials and scientists, entrepreneurs.

### **1.3. Academic bodies.**

<b>Mazaraki Anatoliy</b>	Rector, Doctor of Sciences (Economics), Professor, Academician of the National Academy of Educational Sciences of Ukraine, Honored Worker of Science and Technology of Ukraine, Laureate of State Prize of Ukraine in Science and Technology
<b>Prytulska Natalia</b>	First Vice-Rector for Scientific-Pedagogical Work, Doctor of Technical Sciences, Professor
<b>Shapoval Svitlana</b>	Vice-Rector for Scientific-Pedagogical Work, PhD in Technical Sciences, Associate Professor
<b>Melnichenko Svitlana</b>	Vice-Rector for Scientific Work, Doctor of Sciences (Economics), Professor
<b>Sai Valeriy</b>	Vice-Rector for Scientific-Pedagogical Work and International Relations, PhD in Economics, Associate

Professor, Protocol Advisor of I Rank

**Shapoval  
Leonid**

Vice-Rector for Administrative and Economic Work

#### **1.4. Academic calendar.**

Start of academic classes – 1 September.

End of classes – 30 June.

Educational process is carried out by semesters.

Duration of semesters, practical training, examination sessions, certification and vacation is determined by the schedule of educational process for each year.

#### **1.5. The list of available academic programs.**

<b>Key and Title Branch of Knowledge</b>	<b>Academic Degree «Bachelor»</b>		<b>Academic Degree «Master»</b>	
	<b>Major</b>	<b>Specialization</b>	<b>Major</b>	<b>Specialization</b>
<b>03 Liberal Arts</b>	035 Philology	Germanic languages and literature (including translation), first - English	–	–
<b>05 Social and behavioural sciences</b>	051 Economics	Economic Cybernetics	051 Economics	Economic Cybernetics
		International Economics		International Economics
		Business Economics		Economic safety of enterprise
		Corporate finance		Financial management
	Branch markets Economics			
	053 Psychology	Psychology	053 Psychology	Psychology
<b>06 Journalism</b>	061 Journalism	Advertising and Public Relations	061 Journalism	Advertising
<b>07 Management and Administration</b>	071 Accounting and taxation	Accounting and taxation	071 Accounting and taxation	Accounting, taxation and business evaluation

Key and Title Branch of Knowledge	Academic Degree «Bachelor»		Academic Degree «Master»	
	Major	Specialization	Major	Specialization
		Financial control and audit		Financial analysis and audit
072 Finance, banking and insurance		State finance	072 Finance, banking and insurance	State finance
		Banking		Banking
		Management of public financial resources		Financial intermediation
		Financial intermediation		Insurance
		Insurance		Financial brokerage
		Taxation		
073 Management		Management of international economic activity	073 Management	Management of international economic activity
		Management of organizations		Management of organizations
		Trade management		Trade management
		Personnel management		Personnel management
		Hotel and restaurant management		Hotel and restaurant management
		Tourism management		Tourist and resort and recreational management
		Economic competition management		Economic competition management
075 Marketing		Marketing	075 Marketing	Marketing
		Advertising		Advertising
076 Entrepreneur		Wholesale and retail trade	076 Entrepreneur	Brand Management
				Wholesale and retail trade



<b>Key and Title Branch of Knowledge</b>	<b>Academic Degree «Bachelor»</b>		<b>Academic Degree «Master»</b>	
	<b>Major</b>	<b>Specialization</b>	<b>Major</b>	<b>Specialization</b>
	ship, trade and exchange activities	Merchandising and commercial logistics	ship, trade and exchange activities	Merchandising and commercial logistics
		Merchandising and organization of external trade		Merchandising and organization of external trade
		Customs		Customs
		Goods safety and quality management		Goods safety and quality management
<b>08 Law</b>	081 Law	Commercial law	081 Law	Commercial law
		Financial law		Financial law
		Legal security support of entrepreneurial activity		Legal security support of entrepreneurial activity
		Civil law and trial		Civil law and trial
<b>12 Information technologies</b>	121 Software engineering	Software engineering	121 Software engineering	Software engineering
	122 Computer sciences	Computer sciences	122 Computer sciences	Computer sciences
	124 System analysis	System analysis	–	–
<b>18 Manufacturing and technologies</b>	181 Food technologies	Restaurant technologies	181 Food technologies	Restaurant technologies
<b>24 Service sector</b>	241 Hotel and restaurant business	Hotel and restaurant business	241 Hotel and restaurant business	Hotel and restaurant business
				International hotel business
	242 Tourism	Tourism	242 Tourism	International Tourism business
<b>28 Public management and administration</b>	281 Public management and administration	Public management and administration	281 Public management and administration	Public management and administration

Key and Title Branch of Knowledge	Academic Degree «Bachelor»		Academic Degree «Master»	
	Major	Specialization	Major	Specialization
	tion		tion	
<b>29 International relations</b>	292 International economic relations	International business	292 International economic relations	International business
		International trade		
		International marketing		
	293 International law	International law	293 International law	International law

### **1.6. Admission requirements, including language policy and registration procedure.**

Information on the conditions of admission to study for educational degrees of “Bachelor” and “Master” is available on the website of Kyiv National University of Trade and Economics: <https://www.knteu.kiev.ua/blog/read/?pid=4936&uk>

### **1.7. Mechanisms for credit mobility and prior learning recognition (formal and informal).**

Definition of credit mobility and prior learning is conducted under the Law of Ukraine “On Education”, the Law of Ukraine “On Higher Education”, Regulations on the procedure of realizing the right for academic mobility, Regulations on the procedure of realizing the right for academic mobility at KNUTE and agreements on education in terms of academic mobility on the basis of the following documents:

- course catalogue;
- learning agreement;
- academic transcript;
- certificate of educational practice.

Under the terms of credit mobility a student gets transfer of all credits he/she obtained outside the main educational institution and which are the components of the educational program.

## **1.8. Policy of ECTS credits distribution (institutional credit framework).**

Distribution of ECTS credits is based on the official length of training program cycle and is defined by the curriculum.

KNUTE distributes credits among academic disciplines independently. Credits are distributed to all the disciplines covered by the student, practical training, completion of final qualifying projects (assignments), certification. Credits are awarded only after completion of the discipline and on condition of successful completion of one of the final control, passing of the practical training and attestation.

## **1.9. Mechanisms of academic management.**

Mechanisms of academic management at KNUTE are defined by:

- Provisions on the organization of the educational process of students;
- Provisions on distance learning at KNUTE;
- Provisions on the procedure for realizing the right for academic mobility at KNUTE;
- Provisions on individual student curriculum at KNUTE;
- Provisions on the organization of completion and public presentation of term papers (projects) at KNUTE;
- Provisions on conducting student practical training at KNUTE;
- Provisions on assessment of learning outcomes of students and graduate students;
- Provisions on the appeal of the results of the final knowledge control of the students of KNUTE;
- Provisions on graduation qualification project (work);
- Provisions on the certification of higher education applicants and the examination commission for certification at KNUTE;
- Provisions on the procedure and grounds for the issuance of documents on higher education of the state standard at KNUTE;
- Provisions on the system of rating assessment of the students of KNUTE;
- Provisions on the observance of academic integrity by the pedagogical, scientific and pedagogical, scientific workers and students of KNUTE.

## **2. Resources and facilities.**

### **2.1. Student Registration department.**

In the Department of Student Registration identification records, education documents, work record books of students studying at KNUTE are kept. The main tasks of the Department are:

- 1) timely inclusion of current changes in identification records;
- 2) keeping documents in order;
- 3) providing information on writing requests of any institutions;
- 4) providing information to students, explanation as for the labour Law Code of Ukraine;
- 5) keeping military records of persons subjected to conscription;
- 6) issuance of certificates of form f.17 for regional draft boards;
- 7) registration of personal cards of the form P-2.

### **2.2 Accommodation/housing conditions.**

On the territory of the campus there are four dormitories, situated 5-minutes walk from the main academic building and a 15-minutes walk from metro stations “Lisova” and “Chernihivska”. The city center (Khreschatyk Str.) can be reached in 30 minutes. There’s a forest park zone and Kyoto Park near the university. Another dormitory is located at 23 Lobachevskogo Street.

In the hostel there are rooms with kitchens on each floor, a bathroom and centralized laundry.

Students from other cities get housing in dormitories in case if free rooms are available upon application from faculties by order of the Rector. The university and the student conclude a contract on the right of residence in the student dormitory, which establishes the rights and duties and responsibilities of the parties for compliance and enforcement.

#### *Hostels addresses:*

- № 1 – 8 Miliutenko st., Kyiv, 02156;  
Tel. (044) 531-49-06, (044) 531-49-05;
- № 2 – 6 Miliutenko st., Kyiv, 02156;  
Tel. (044) 531-48-91, (044) 519-37-41, (044) 513-11-82;
- № 3 – 2 Mateiuka st., Kyiv, 02156;  
Tel. (044) 531-49-28, (044) 513-13-32;
- № 4 – 2-a Mateiuka st., Kyiv, 02156;  
Tel. (044) 531-47-62, (044) 531-47-99.
- № 6 – 23 Lobachevskogo st., Kyiv, 02090;  
Tel. (044) 574-15-46, 574-16-83

### **2.3. Catering.**

The University has five modern canteens in buildings “B”, “D”, “E”, “L” and “H” (57-a Chigorin st.), where there is an opportunity to take quality, balanced and inexpensive meals.

The average cost of breakfast in the canteen of the University is from 20 to 28 UAH; lunch is from 31 to 44 UAH; dinner is from 17 to 23 UAH.

Cafes work every day in all academic buildings, where it is possible to buy own-produced foods: main dishes (over 100 types), including healthy food, side dishes (over 60 types), cold dishes (over 60 types), cold and hot drinks, fresh pastries and desserts, produced in own confectionery shop (over 90 types). Vending machines with hot and cold drinks as well as confectionery operate in all academic buildings and dormitories.

### **2.4. The cost of accommodation.**

The cost of living in the KNUTE dormitories is set at 40 percent of the size of the minimum academic scholarship.

### **2.5. Financial support of students. Scholarship provision of students.**

Full-time students, studying at the expense of the state budget, according to the semester control based on the rating, are assigned an academic achievement scholarship.

First-year students receive academic scholarship in the first semester according to the results of competition points on admission to the university.

For excellence in studying, taking part in scientific and public work university students may be allocated personalised academic scholarships of The President of Ukraine, Verkhovna Rada (Supreme Council) of Ukraine, Cabinet of Ministers of Ukraine, Kyiv City Head etc.

For success in studying, participation in scientific, public and sport activity students may be encouraged with valuable presents and monetary rewards as well.

Allocation and payment of scholarship to students, who are foreign citizens and people without citizenship, is done according to Ukraine’s international agreements and The Cabinet of Ministers’ acts. For foreign students, who entered KNUTE for studying in

accordance with international agreements, the academic scholarship is assigned to the first semester control at a minimum.

To students, studying on contracts signed between university and physical or legal entity, scholarship can be paid at the expense of these persons, if it is foreseen in contract.

To students of privileged categories defined by the law of Ukraine and the Cabinet of Ministers of Ukraine (students from orphans and children deprived of parental care, students with disabilities, students from low-income families, suffered from Chernobyl Disaster, ATO members and their children, internally displaced persons, etc.) social grants are assigned.

Size of academic and social scholarships is established according to the Resolutions of the Cabinet of Ministers of Ukraine “About the size of scholarships in state and communal educational establishments, academic institutions” (28 of December 2016, № 1047).

#### **Privilege payment for accommodation in hostels.**

To students of privileged categories, defined by the laws of Ukraine and the resolutions of the Cabinet of Ministers of Ukraine (students from orphan children and children deprived of parental care, ATO participants, children of ATO participants, internally displaced persons) privileges are granted from payment for living in hostels.

#### **Financial provision of orphaned students and children deprived of parental care.**

Individuals from orphans and children deprived of parental care as well as persons who were left without parents during their studies aged 18 to 23 are enrolled in full state maintenance and receive food compensation and other payments provided by the current legislation.

## **2.6. Medical services.**

On the territory of the university there are medical points where a general practitioner together with a nurse and 2 nurse practitioners work, receiving students, performing immunizations, handling procedures, conducting health education work.

Medical treatment of foreign citizens temporarily residing on the territory of Ukraine is carried out in public and municipal health facilities at their own expense including health insurance contracts with Ukrainian insurers.

## **2.7. Insurance.**

Medical assistance is given to foreigners or persons without citizenship according to the rules, written in the Legislation of Ukraine.

Provision of medical assistance to foreign citizens is carried out according to the Order of providing medical assistance to foreigners and people without citizenship, who temporarily live on the territory of Ukraine, approved by the Cabinet of Ministers of Ukraine Act from the 22<sup>nd</sup> of June 2011 № 667 and Article 44 of the Law of Ukraine “On insurance”.

Foreigners and persons without citizenship can apply for medical assistance, including emergency, to any state or municipal medical care establishment.

Payment of medical assistance cost, including emergency, is carried out by foreigners or persons without citizenship in case of deficiency of insurance contracts and insurer, if a foreigner has a proper insurance contract.

If necessary, the university helps to obtain medical insurance card for providing medical assistance.

## **2.8. Opportunities for students with disabilities and special needs.**

KNUTE has created favorable conditions for studying, comfortable stay and accommodation of students with special needs.

Access for students with special needs, including those in wheelchairs to areas of higher education, dormitories has been provided:

- Building A is equipped with ramps, a lifting platform and an elevator for people with special needs;
- Building D, E, L, the Congress-hall (building B), dormitories № 2, 4 have ramps for wheelchairs;
- in dormitories № 2, 4 there are specially equipped rooms for people with handicapped physical capacities (toilet and bathroom with special handholds);
- staircase flights are equipped with handholds;
- lift call-button, light switchers in the university are placed on accessible for seated man level.

Students with special needs regularly receive welfare assistance. In order to ensure their social adaptation, psychological support of practical psychologists is provided.

The University provides social benefits which are guaranteed by the state to certain categories of students.

## **2.9. Learning facilities.**

Library of KNUTE is a research, information, educational, cultural and educational structural unit with comprehensive funds of documents.

The main purpose of library's activity is to actively promote the development and implementation of advanced learning technologies, creating conditions for effective scientific and educational process. The administration of the university assists in broadening the informational resources in the library, creation availability and convenience in using the book funds. Library funds are a universal basis for the educational process and research in the field of economics, trade, finance, management, business and so on. This is one of the main information resources of KNUTE Library, which has more than 1.5 million copies of books, periodicals, dissertations and abstracts, and publications on electronic media. Annual increase of library's documents fund makes up nearly 10,000 exemplars, purchasing of periodicals forms of Ukraine and foreign countries makes up 100 items.

Library has modern technical facilities and resources. There were installed 90 computers and 3 powerful servers, were created necessary conditions for effective readers service, arrangement of documents funds, electronic catalogues, document exhibitions. There is free Wi-Fi connection to educational resources in the Internet.

To library users' service there are 6 reading-halls, 7 lending libraries, multimedia library, foreign literature hall, cards and electronic catalogues hall, new literature hall, MBA, special sectors such as methodological sector of KNUTE, dissertation and dissertation abstracts sector.

All work processes in the library are computerised: documents' funds compilation, scientific elaboration of documents, outgiving of the documents to users, search for the documents in electronic catalogues ("Ukrainian Stock House" – ALIS "UFD/Library") etc. For signing up and using the library there is an electronic signature (PIN-CODE) in reader's electronic form.

Media library provides information services in all areas of learning and research work of the university and promotes the use of Internet resources as educational potential. For the users is available fund of multimedia documents of educational and cognitive importance on different media (CD and DVD-discs, video-cassettes, etc.). It is being formed a full-text database of electronic textbooks and programs, methodical recommendations and works of KNUTE teachers. Also in the multimedia library was offered free access to the websites of national and foreign libraries, electronic information resources of Ukraine and foreign countries, international projects. Media library is equipped with modern computers connected to the Internet.

Media library allows reviewing and copying documents in electronic full-text form (if necessary). Equipped with 20 computers,



devices for reading CD- and DVD-ROMs, and contains a database of electronic textbooks, curricula and other information sources.

Media library, in addition to full-text databases on the Internet, is supplied with collections of documents in electronic form. Network local resources (learning-methodical editions) make up 4,695 copies. Documents on removable media make up 3,451 copies. Media library conducts monthly electronic informing of KNUTE structural units on new receipts and text databases. The university library has access to such electronic databases as:

- ALIS (UFD/Library).
- SCOPUS abstract and citation database.
- Full text base of information resource of the company “EBSCO PUBLISHING”.
- Database of economics and law (Polpred.com).
- Regulatory acts of Ukraine – base of legislative and regulatory acts of Ukraine.
- Open archives of Ukraine (oai.org.ua).
- “Commodity monitor” – an analytical weekly publication (publishing house “Derzhzovnishinform”).
- Countries of the world (Ukrainian National Information Agency “Ukrinform”).
- KNUTE packages of studying-methodical support.
- KNUTE publishing (archives).
- KNUTE fund of audio-, video-and photo materials.

The website of KNUTE Library ([www.lib.knteu.kiev.ua](http://www.lib.knteu.kiev.ua)) provides complete information about the library, its funds and services, the electronic catalogue and other electronic resources (scientometric, bibliographic, fulltext database), designed to meet the needs of users. The reader can also get instructions on how to search, promotional and cognitive information for users, virtual book exhibitions, 3D tours, reports on events held in the library. The following factors were taken into account for the creation of the new website of KNUTE Library: design, structure, convention, navigation and ways of presenting the material. You can search documents, create lists of documents as well as send them to your own email address from *mobile devices* (smartphones and tablets with Android operating system) via mobile app using QR code.

Formation of information culture of library users (researchers, teachers, students, etc.) is an important part of the library’s work. Library activities are aimed at information provision for users, which means the accessibility and timeliness of information access. There are practical classes for the first-year students on librarian-bibliographical knowledge in form of lectures, practical work and

excursions to the library. Great attention is paid to achieving knowledge of conducting document search in electronic catalogue of the library.

The introduction of new technologies gives an opportunity to broaden informational supplement of library users, what influences the quality of educational process. Cooperation with KNUTE structural units (faculties, departments, research and service departments) with the aim of improving the use of library collections and information resources, multi aspect book fund, computer network of libraries, reference information apparatus, library innovation, introduction of advanced technologies, experienced professional staff, improving the organization and regulation of labour, modern design, modern technical equipment and maximum computerisation of manufacturing processes contribute to the success of the library and a quality user's service.

Conditions of using library services:

- scientific literature lending library:  
professors and lecturers, scientists – one studying year;  
students – a month;
- study literature lending library:  
professors and lecturers, scientists – one studying year;  
students – a term;
- foreign literature lending library: all readers – one month (with possibility of extension of the use);
- fiction literature lending library: all readers – 21 days.

Timetable of library work: Monday – Friday – 09:00 – 17:45.

## **2.10. Organization of student mobility by mobility programs.**

According to the international collaboration programs the best students of Kyiv National University of Trade and Economic with foreign language knowledge and according to KNUTE top list are able to get an education abroad according to the indication and conditions, shown in the table (annex).

## Study programs of the Center for European Education of KNUTE

Partner university, country	Academic degree	Specialty	Duration	Mode of study	Language	Admission requirements
<b>University of Auvergne</b> <i>(Université d'Auvergne)</i> School of Management Clermont-Ferrand, France	Bachelor (Licence)	<ul style="list-style-type: none"> <li>• Management</li> <li>• Accounting and finance</li> <li>• International business</li> </ul>	1 year	full-time	English, French	<ul style="list-style-type: none"> <li>• Minimum requirement French/English B2,</li> <li>• at least 2-3 years of study at KNUTE</li> </ul>
	Master	<ul style="list-style-type: none"> <li>• Operational Management</li> <li>• Small and Medium Enterprises Management</li> </ul>	2 years			<ul style="list-style-type: none"> <li>• Minimum requirement English/ French B2/C1,</li> <li>• Bachelor degree</li> </ul>
<b>ESCP Europe</b> Paris, France	Master	<ul style="list-style-type: none"> <li>• Management</li> </ul>	2 years	full-time	English, French	<ul style="list-style-type: none"> <li>• Minimum requirement French or English B2,</li> <li>• Bachelor degree</li> </ul>
<b>Paris-Est Créteil University</b>	Bachelor (Licence)	<ul style="list-style-type: none"> <li>• Enterprise management</li> <li>• Accounting, Audit</li> </ul>	1 year	full-time	French	<ul style="list-style-type: none"> <li>• Minimum requirement French B1/B2,</li> <li>• at least 3 years of</li> </ul>

*Continuation of the table*

<p><b>(Universite Paris-Est Creteil)</b> The Eiffel School of Management (IAE Gustave Eiffel) Paris, France</p>		and Control				study at KNUTE
		<ul style="list-style-type: none"> <li>• International Management</li> </ul>			English	<ul style="list-style-type: none"> <li>• Minimum requirement English B2,</li> <li>• at least 3 years of study at KNUTE</li> </ul>
		Specialty	Duration		Language	Admission requirements
	Master	<ul style="list-style-type: none"> <li>• International Master in Business Management</li> </ul>				<ul style="list-style-type: none"> <li>• Minimum requirement English B2/C1,</li> <li>• Bachelor degree</li> </ul>
		<ul style="list-style-type: none"> <li>• Management of Organizations</li> <li>• Marketing</li> <li>• Finance</li> <li>• Accounting, Audit and Control</li> </ul>	1-2 years		French	<ul style="list-style-type: none"> <li>• Minimum requirement French B2/C1,</li> <li>• Bachelor degree</li> </ul>
<p><b>Audencia Nantes School of Management</b> Nantes, France</p>	Master	<ul style="list-style-type: none"> <li>• Management</li> <li>• Media and communications</li> </ul>	1,5 year	full-time	French, English	<ul style="list-style-type: none"> <li>• Minimum requirement French or English B2,</li> <li>• Bachelor degree</li> </ul>

*The end of the table*

<p><i>(Université Grenoble Alpes)</i> Faculty of Economics (Faculté d'Economie) Grenoble, France</p>						<p>French or English B1/B2,</p> <ul style="list-style-type: none"> <li>• at least 3 years of study at KNUTE</li> </ul>
	Master	<ul style="list-style-type: none"> <li>•Management</li> <li>•Finance</li> <li>•Marketing</li> </ul>	2 years	full-time	French	<ul style="list-style-type: none"> <li>• Minimum requirement French B2/C1,</li> <li>• Bachelor degree</li> </ul>
<p><b>University of Central Lancashire</b> Preston, The United Kingdom</p>	<i>School of Language, Literature and International Studies</i>		(July-August)	full-time	English	Minimum requirement English B1
	<i>English Language Summer School</i> (Themed weeks on your choice)					

## **2.11. Mandatory or selective “Mobility Windows”.**

“Mobility Window” (MW) is the period provided for international student mobility. Mandatory MWs are limited by the periods of start and end of the semester (semester mobility) or academic year at an annual or multi-year (MA) mobility. Selective MWs occur in cross-border (distant) training when such training periods are defined by foreign partner depending on various factors.

## **2.12. Information on the types of certification (joint, double, multilateral).**

All programs mentioned in p. 2.10 are implemented on the basis of double certification, i.e. by parallel or successive studying at KNUTE and the overseas partner universities.

## **2.13. The members of the consortium / partnership and their roles.**

The University signed agreements on cooperation between KNUTE and universities within which partnership exchange and training of students is implemented.

France	University of Auvergne (Clermont-Ferrand)
	Audencia Nantes School of Management (Nantes)
	Grenoble Alps University (Grenoble)
	Paris-Est Créteil University (Paris)
	Paris Graduate School of Management (ESCP) (Paris)
The UK	University of Central Lancashire (Preston)
Poland	Crakow University of Economics (Crakow)
	Poznan University of Economics and Business (Poznan)
	Wroclaw University of Economics (Wroclaw)
Germany	University of Hohenheim (Stuttgart)
	Bremen University (Bremen)
	Würzburg University of Applied Sciences (Würzburg)

## International programs and projects under the Erasmus+

List of educational institutions
Crakow University of Economics (Poland, Crakow)
The University of Szczecin (Poland, Szczecin)
Audencia Nantes School of Management (France, Nantes)
Grenoble Alps University (France, Grenoble)
Paris-Est Créteil University (France, Paris)
University of Central Lancashire (United Kingdom, Preston)
University of Hohenheim (Germany, Stuttgart)
Piraeus University of Applied Sciences (Greece, Piraeus)
Sofia University St. Kliment Ohridski (Bulgaria, Sofia)

### 2.14. Language courses.

European Education Center of KNUTE provides training in English and French following intensive training program that creates conditions for achieving levels of foreign language from A1 to B2 according to the recommendations of the Committee on Education at the Council of Europe on teaching foreign languages.

Classes at language courses are conducted by highly qualified teachers with practical teaching experience. Training has a modular system. Topics of the module are designed to meet the needs of students, according to which teachers specially select topics to discuss, study materials, choose the type of tasks and activities.

The contingent of students is formed at the beginning of the academic year. Students and graduates from all faculties as well as KNUTE faculty and staff, can enroll for a foreign language programs. Tuition depends on the curriculum and the number of training hours.

Graduates of the European Education Center, who mastered foreign language at levels B1-B2, have the opportunity to take the exam for international language certificates (DELTA, IELTS, ESOL) and take part in various forms of international academic mobility in the framework of cooperation agreements with European universities – KNUTE partners.

For more information and to enroll for a foreign language course, contact the European Education Centre (Building D, room 229, tel. (044) 531-48-36).

## **2.15. Opportunities for practical training.**

To provide practical training for students and their successful employment KNUTE establishes various forms of cooperation with organizations, including many specialized state agencies, financial institutions, banking institutions, judicial institutions, enterprises in the trade, hotel and restaurant business, insurance business based on contracts signed for training of specialists, cooperation agreements, bilateral agreements of association, agreements on practical training of students, which create conditions for realization of practice programs and ensure full implementation of the requirements foreseen by the Provision on student practical training, the Order of organizing the practice of students abroad and the Order of practical training in enterprises, institutions and organizations of students from Kyiv National University of Trade and Economics who obtained educational degrees of “bachelor”, “junior bachelor”.

In 2017, 68 contracts and agreements on cooperation as well as 50 memorials were signed, according to which state authorities, enterprises, institutions, public and business organizations became official partners of educational programs. Such number of partners greatly expanded the opportunities for undergraduate students who acquire “Bachelor”/“Master” degrees in various educational programs. According to individual contracts, more than 4000 students undertook an internship.

## **2.16. Learning in the workplace.**

Kyiv National University of Trade and Economics contributes to providing learning opportunities in the workplace for students, supporting educational projects, containing programs for the development of business literacy, employment skills, professional competences aimed at improving professional skills of graduates.

As an example, a master class from Mary Shramko “Sugar flowers”, where students got to know the technique of making sugar flowers;

- a master class “Cheesemaking” from master-chef Iryna Novikova;

- field research of the theory of organization of trade enterprises carried out by university students, the research task facilitated acquaintance with the theory of the organization of such trade enterprises and networks as: “Retail Trend” Ltd., “Novus Ukraine”



Ltd., “Auchan Ukraine Hypermarket” Ltd., “FOZI-FOOD” Ltd., “Metro Cash & Carry Ukraine” Ltd., chain of stores “EVA”, “PROSTOR”, “Watsons” and “BROCARD”;

- professional training on discipline “Hotel business” in the hotel chains “Reikartz Hotel Group”, “Hilton”;

- a master class EVO MeetUp “I want my own online store”: where to start creating your own online business;

- theme workshop: “All about taxes” from the senior consultant of the tax department of PwC Ukraine, Olga Anufrieva, and many others.

## **2.17. Sports and recreation facilities.**

An important area of organizational and educational work of the University is the participation of students in such traditional activities as: University Day, Knowledge Day and Dedication of the first year students, International Students' Day, Debut of the first year student, Miss and Mister KNUTE, Faculty Open Days, Donor Days, Tourism Day, Consumer Festival “Time To Act!”, Student festival “Barbecue”, Championship of the intellectual games “Brain Ring” and “My own game”, Festival of wits and humor at KNUTE for the Rector’s Cup and more.

The University has arts and culture center, which includes such creative amateur groups as: folk student academic chamber choir, contemporary dance studio “Light”, vocal and contemporary music studio, folk and instrumental music group “At libitum”.

The University created the right conditions for physical training and sports: a modern stadium with artificial turf, sports ground, two modern sports halls, a gym, a boxing and wrestling room, fitness rooms. There are also such sports sections as: football (men and women), volleyball (men and women), basketball, badminton, general physical training, athletics, table tennis, athletic gymnastics, aerobics, fitness, body fitness, judo-sambo, boxing, physical rehabilitation.

## **2.18. Student organizations.**

Public life of KNUTE is rich, multifaceted and diverse. On a voluntary basis at the University operate:

- student self-governance council of the University, 6 student self-governance councils at faculties and 5 student councils in hostels;

- scientific community of students, graduate students, doctoral students and young researchers;
- student clubs – “Eco Club”, “Lawyer”, “Entrepreneur”, “Manager”, “Cyberneticist”, “Advertiser”, “Luca Pacioli”, “Audit Student Union”, “Chemists of KNUTE”, “Culinary Club”, psychological club “Wisdom of Generations”, tourist club “Everest”, sports clubs in football, basketball, volleyball, wrestling, union of consumerists “OSA”, law clinic “Center of legal protection”, business incubator; students take part in the Ukrainian movement "Youth for Consumer Rights".

Information on student learning, leisure and sports is placed in the newspaper “University and Time”, student magazine “Kyoto, 19”, online magazine “Vivat Academia” of the Scientific society of students, postgraduates, doctoral students and young scientists on the University website (<http://www.knteu.kiev.ua>), on the official webpages of KNUTE in social networks “Facebook” (<https://www.facebook.com/knteuofficial/>), “Instagram” ([https://www.instagram.com/knute\\_news/](https://www.instagram.com/knute_news/)), “YouTube” (<https://www.youtube.com/user/kyotostreet>) and in the programs of student television “KNUTE-TV”.

### 3. Program profile.

<b>Profile of the program «Trade Management» Academic Degree «Master»</b>	
Type of diploma and program volume	Single degree (provided on the basis of one institution), 90 ECTS credits / 1.4 years
Higher Education Institution	Kyiv National University of Trade and Economics
Accreditation Institution	Ministry of Education and Science of Ukraine
Accreditation Period	1.07.2024
Program Level	Second Level
<b>A</b>	<b>The aim of the educational program</b>
	To formate in future professionals the management thinking and the system of special knowlege in the sphere of management, understanding the conceptual foundations of the system of trade management, acquiring skills to adopt and implement reasonable management

	decisions in a dynamic environment of their operation.	
<b>B</b>		
<b>Program Description</b>		
1	Field of Science	Field of Science: 07 «Management and Administration»
2	The main focus of the program and specialization	The professional competence formation on the effective application of the principles of business administration and public administration to ensure the efficient functioning and development of trade organizations of different formats, establishing constructive interaction between participants of the enterprise
3	Program Orientation	The fundamental economic preparations and focus on practical aspects of future specialists of modern tools of effective trade management (academic, professional, research)
4	Peculiarities and Differences	Combining theoretical training of students, practice on the leading trade companies with the research work (including writing articles). Taught in English.
<b>C</b>		
<b>Suitability for employment and further education</b>		
1	Suitability for Employment	Professional activity of Master in trade management lies in making strategic and tactical decisions determining the long-term goals and objectives, management of processes and resources, operational management of linear or functional departments (commercial, transport, supply and distribution, storage, warehousing, information, etc.) and independent organizational entities at all stages of the life cycle - in order to increase the effectiveness of their activities. A specialist trained to work in enterprises and trade organization of different ownership and legal forms, as well as in public administration at all levels and is able to hold the following positions: Commercial Director; Director (Head) of small trading firm; Head of retail trade; Manager of a small business without administrative apparatus in wholesale and retail trade; Store Manager; Market research and opinion research Manager; Supply

		Manager; Marketing Manager; Vehicles trade Manager; Manager in wholesale trade and mediation in trade; Retail consumer goods (and their repairs) Manager; Retail trade Manager of consumer goods; Retail trade Manager in food products; Business Manager; Head of Commercial Department
2	Further Education	The ability to study in Post-graduate level and PhD in Economics.
<b>D Teaching Style</b>		
1	Approaches to teaching and learning	Student-oriented study with the usage of thematic, problem, review, binary, dual lectures, lectures-conferences, including the participation of practitioners, lectures-consultations with presentations, discussions, workshops, moderations, simulations, using the method of case studies with solving of real problems, the implementation of projects by students on businesses order, work in small groups, students' independent work, preparation of final qualifying work
2	Assessment Methods	Written exams and tests, training practices, final qualifying paper
<b>E Program Competences</b>		
1	General competences	<p><b><i>The flexibility of thinking.</i></b> Openness to use the body of knowledge and formation of competencies for understanding and solving complex problems and tasks while preserving critical attitude towards sustainable scientific concepts.</p> <p><b><i>Adaptability.</i></b> The ability to solve new problems of management changes under the influence of changing and complex environment of commercial operation.</p> <p><b><i>Working in a team.</i></b> The ability to solve management tasks in team involving a team leader, formation of discipline skills, planning and time management, to maintain balanced relations with team members and team representatives of consumers and other aspects of life</p> <p><b><i>Research activities.</i></b> Skills possession with different information sources, gaining skills to evaluate and analyze the socio-economic processes and phenomena on a global (mega-) macro, meso and micro levels, the ability to initiate</p>

		<p>and carry out research leading to new knowledge.</p> <p><b>Communication activities.</b> The capacity for effective interaction between the actors of communication processes and presentation of complex information, the ability of oral and written communication in state and foreign languages, compliance the accepted norms of conduct morality in interpersonal relations.</p> <p><b>Social responsibility and active citizenship.</b> The ability to quality performance of duties in accordance with law, protection the interests of the state, human rights, a combination of social, collective and individual interests.</p>
2	Special competence	<ul style="list-style-type: none"> <li>– The ability to form strategic alternative directions of social and economic systems in trade, to make decisions and be responsible for their implementation;</li> <li>– The ability to plan and implement changes in trade organization activities, modern control technology to develop innovative projects, organize system for monitoring their effectiveness;</li> <li>– The ability to ensure the implementation of the quality management system and its components in trade organizations;</li> <li>– The ability to create own image, to plan own careers, establish life goals, determine their priorities;</li> <li>– The ability to find and use different sources of information to make decisions, develop their alternatives based on information security and computer technology;</li> <li>– The ability to build a communications network for the exchange of information in trade organizations by studying the needs of society.</li> </ul>
<b>Programme Learning Outcomes</b>		
<b>F</b>	<p>As a result of learning Master in Trade Management should be able to:</p> <ul style="list-style-type: none"> <li>- use modern methods of diagnosis and examination of trade enterprises, form an efficient management system according to the specific of the legal form of business organization;</li> <li>- to ensure the prevention of crises in trade enterprise, identify and analyze possible risk factors;</li> <li>- to determine the best competitive strategy, build and implement strategic potential of enterprise;</li> <li>- to form an adequate model of corporate governance, able to solve corporate conflicts, prevent the raider seizure;</li> <li>- to develop and implement financial policy of the company, prepare</li> </ul>	

and analyze financial statements of trade organization, to form investment portfolio;

- to carry out analytical and research work, monitoring and innovation implementation;
- to initiate, evaluate, develop and implement projects and development programs, calculate the effectiveness of investment and innovation in trade organizations;
- to use the effective managing mechanisms for change through integrated systems analysis of trade organizations and assess the effectiveness of their implementation;
- to ensure the quality, safety and environmental performance of products, to protect consumers from defective products, to collaborate with government and public institutions to protect the rights of consumers;
- to study the markets and to shape demand, to find suppliers and buyers of goods, to establish economic ties, to plan and organize goods movement and supply in commercial networks;
- to design business processes in the enterprise, to form a buying impulse in consumers and to brand image in the minds of buyers, to increase the demand of manufacturers products, to optimally place the goods on the trading floor - using the technology of merchandising;
- to establish a process of effective functioning of logistics systems and management of material flows using the methods of demand forecasting and inventory management system development in trade organizations;
- to use technology of brand management, contributing to the creation and consolidation in the mind long commitment to product or product group, to formate the skills to assess the value of trade organizations brands;
- to work in international teams and adapt to new situations, use the cross-cultural management in trade organizations.

#### 4. Academic Program

The head of the project team (the guarantor of educational program) –  
 Doctor of Sciences (Economics), Professor Pyatnitska G.T.

<b>Kyiv National University of Trade and Economics</b>	
<b>Faculty of Economics, Management and Psychology</b>	
<b>EDUCATIONAL AND PROFESSIONAL PROGRAM</b>	
Specialization	«Trade Management»
Field of Specialty	073 «Management»
Field of Science	07 «Management and Administration»

Academic Level	<b>Second</b>																																																				
Academic Degree	<b>Master</b>																																																				
Total Amount of ECTS Credits	90																																																				
Duration of Study	1 year 4 months																																																				
<b>1</b>	<b>Requirements for the education of persons who can begin studying in educational and professional program</b>																																																				
	<p><i>Bachelor Academic Degree</i> (in terms of acquiring experience can own specialties in such areas of adjacent professional activities as economic, marketing, foreign trade, education, research);</p> <p>Information about entrance exams and enrollment conditions for obtaining educational degree «Master» Program hosted at Kyiv National University of Trade and Economics under the heading «Applicants»: <a href="http://www.knteu.kiev.ua/Abitur_vs/index.php">http://www.knteu.kiev.ua/Abitur_vs/index.php</a></p>																																																				
<b>2</b>	<p style="text-align: center;"><b>The list of disciplines</b></p> <table border="1"> <thead> <tr> <th style="text-align: center;">Name of discipline</th> <th style="text-align: center;">Number of ECTS credits (for every discipline)</th> <th style="text-align: center;">Place in a logical sequence of studying (year of study)</th> </tr> </thead> <tbody> <tr> <td>1. Informational Systems and Technologies in Management</td> <td style="text-align: center;">6</td> <td style="text-align: center;">1</td> </tr> <tr> <td>2. Commercial Logistics</td> <td style="text-align: center;">6</td> <td style="text-align: center;">1</td> </tr> <tr> <td>3.1 Corporate Crisis Management</td> <td style="text-align: center;">6</td> <td style="text-align: center;">1</td> </tr> <tr> <td>3.2 Brand Management</td> <td style="text-align: center;">6</td> <td style="text-align: center;">1</td> </tr> <tr> <td>3.3 Contract Law</td> <td style="text-align: center;">6</td> <td style="text-align: center;">1</td> </tr> <tr> <td>3.4 Intellectual Property</td> <td style="text-align: center;">6</td> <td style="text-align: center;">1</td> </tr> <tr> <td>3.5 Consumer Law</td> <td style="text-align: center;">6</td> <td style="text-align: center;">1</td> </tr> <tr> <td>3.6 Management of Foreign Economic Activity</td> <td style="text-align: center;">6</td> <td style="text-align: center;">1</td> </tr> <tr> <td>3.7 International Competitiveness Management of Enterprise</td> <td style="text-align: center;">6</td> <td style="text-align: center;">1</td> </tr> <tr> <td>3.8 Financial Management</td> <td style="text-align: center;">6</td> <td style="text-align: center;">1</td> </tr> <tr> <td>4. Corporate Governance</td> <td style="text-align: center;">6</td> <td style="text-align: center;">2</td> </tr> <tr> <td>5.1 Investment Management</td> <td style="text-align: center;">7,5</td> <td style="text-align: center;">2</td> </tr> <tr> <td>5.2 Tax Management</td> <td style="text-align: center;">7,5</td> <td style="text-align: center;">2</td> </tr> <tr> <td>5.3 Trade Networks</td> <td style="text-align: center;">7,5</td> <td style="text-align: center;">2</td> </tr> <tr> <td>5.4 Commercial Activity Management</td> <td style="text-align: center;">7,5</td> <td style="text-align: center;">2</td> </tr> <tr> <td>5.5 Project Management</td> <td style="text-align: center;">7,5</td> <td style="text-align: center;">2</td> </tr> </tbody> </table>		Name of discipline	Number of ECTS credits (for every discipline)	Place in a logical sequence of studying (year of study)	1. Informational Systems and Technologies in Management	6	1	2. Commercial Logistics	6	1	3.1 Corporate Crisis Management	6	1	3.2 Brand Management	6	1	3.3 Contract Law	6	1	3.4 Intellectual Property	6	1	3.5 Consumer Law	6	1	3.6 Management of Foreign Economic Activity	6	1	3.7 International Competitiveness Management of Enterprise	6	1	3.8 Financial Management	6	1	4. Corporate Governance	6	2	5.1 Investment Management	7,5	2	5.2 Tax Management	7,5	2	5.3 Trade Networks	7,5	2	5.4 Commercial Activity Management	7,5	2	5.5 Project Management	7,5	2
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	5.6 Business funding	7,5	2
	Professional (prediploma) practice	9	2
	6. Trade Management	6	3
	7.1 Consulting	6	3
	7.2 Wholesale and Intermediary Activity	6	3
	7.3 Reputation Management	6	3
	7.4 Business Process Management in Trade	6	3
	7.5 Change Management	6	3
	Final Qualifying Paper Fulfillment and defence	12	4
	The form of certification of higher education applicants	Defense of Final Qualifying Paper	
	Share of the normative preparation content disciplines (percentage)	33,3 %	
<b>3</b>	<b>Expected Learning Outcomes</b>		
	<b>Competencies that master should acquire</b>		
General	<p><b><i>The flexibility of thinking.</i></b> Openness to use the body of knowledge and formation of competencies for understanding and solving complex problems and tasks while preserving critical attitude towards sustainable scientific concepts.</p> <p><b><i>Adaptability.</i></b> The ability to solve new problems of management changes under the influence of changing and complex environment of commercial operation.</p> <p><b><i>Working in a team.</i></b> The ability to solve management tasks in team involving a team leader, formation of discipline skills, planning and time management, to maintain balanced relations with team members and team representatives of consumers and other aspects of life</p> <p><b><i>Research activities.</i></b> Skills possession with different information sources, gaining skills to evaluate and analyze the socio-economic processes and phenomena on a global (mega-) macro, meso and micro levels, the ability to initiate and carry out research leading to new knowledge.</p> <p><b><i>Communication activities.</i></b> The capacity for effective interaction between the actors of communication processes and presentation of complex information, the ability of oral and written communication in state and foreign languages, compliance the accepted norms of</p>		



	<p>conduct morality in interpersonal relations.  <b><i>Social responsibility and active citizenship.</i></b> The ability to quality performance of duties in accordance with law, protection the interests of the state, human rights, a combination of social, collective and individual interests.</p>
Professional	<p><i>Knowledge and understanding:</i></p> <ul style="list-style-type: none"> <li>- the content of political, economic, social and cultural processes in society and their impact on trade;</li> <li>- laws and principles of management in trade organizations;</li> <li>- factors of increasing the success and competitiveness of trade organizations as social and economic systems;</li> <li>- methodology of research of trade organization management and trained teaching of professionally oriented disciplines.</li> </ul> <p><i>Applying knowledge and understandings:</i></p> <ul style="list-style-type: none"> <li>- to develop an optimal model of management in trade organizations;</li> <li>- to form alternative development directions in trade organizations;</li> <li>- introducing the innovative technology trade management process.</li> </ul> <p><i>Forming judgments of:</i></p> <ul style="list-style-type: none"> <li>- diagnosis of the crisis in the activities of trade organizations;</li> <li>- improving the quality of study programs of trade and technological processes;</li> <li>- justification of balanced development strategy in trade organizations.</li> </ul>

## **5. Information on academic components (disciplines).**

**5.1. Title.** Information Systems and Technologies in Management.

**5.2. Type.** Compulsory.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** I.

**5.5. Lecturer, academic degree, position.** Ivanova O.M., Candidates of Sciences (Economics), Associate Professor

**5.6. Learning outcomes.** Study of basic and advanced knowledge of modern technologies and systems used for automation of managerial processes at an enterprise; studying the possibilities of modern information technologies. Mastering the practical skills of using business process management software and information processes.

**5.7. Compulsory disciplines studied before.** «Management», «Computer Science».

**5.8. Course outline.** Information system and its role in management. Technologies for collecting, processing and analyzing information. Methods and models of information management systems design. Structural analysis and development of information management systems. Electronic document management systems. Safety of informational control systems. Corporate systems and portals.

**5.9. Recommended sources and other educational resources / means.**

1. Галич. О. А. Управління інформаційними зв'язками та бізнес-процесами : [Навч. посіб.] / О. А. Галич, О. П. Копішинська, Ю. В. Уткін. – Харків: Фінарт, 2016. – 244 с.

2. Новак В.О., Матвеев В.В., Бондар В.П., Карпенко М.О. Інформаційні системи в менеджменті: Підручник. 2-е вид.— К.: Каравела, 2010. – 536 с.

3. Сазонець О. М. Інформаційні системи і технології в управлінні зовнішньоекономічною діяльністю: навч. посіб. / О. М. Сазонець. – К. : «Центр учбової літератури», 2014. – 256 с.

4. Chaffey D., White G. Business information management: Improving performance using information systems. – Pearson Education, 2010.

5. Galliers R. D., Leidner D. E. (ed.). Strategic information management: challenges and strategies in managing information systems. – Routledge, 2014.

6. A Framework For Knowledge Management System Implementation In Collaborative Environment For Higher Learning Institution [Електронний ресурс]. – Режим доступу : <http://www.tlinc.com/articl83.htm>. – Назва з титул. екрану.

**5.10. Planned learning activities and methods of education.**

Combination of traditional and non-traditional teaching methods using innovative and informational technologies:

- lectures (thematic, problem);
- practical classes (tasks using computer technologies, work in small groups, cases).

**5.11. Methods of assessment:**

- formative assessment (situational tasks, analytical and creative tasks, defending individual and group projects);
- summative assessment (written exam).

**5.12. Learning and teaching language.** English.

**5.1. Title.** Commercial Logistics.

**5.2. Type.** Compulsory.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** I.

**5.5. Lecturer, academic degree, position.** Kavun-Moshkovska, Candidate of Sciences (Economics), Associate Professor.

**5.6. Learning outcomes:** to gain theoretical knowledge which consist of: the general principles of commercial logistics; patterns of integrated management of material, information, financial and other specific logistic flows of trade enterprises; mechanism of creation and functioning of logistics systems; optimal methods of logistics processes. Possession of practical skills which related to: the use of logistics concepts; effective management of material, information, financial flows; determination of total costs in the logistics chain; modeling optimal logistics system; determining the optimal level of logistics services.

**5.7. Compulsory disciplines studied before.** "Management", "Marketing", "Business Economics", "Operations Management", "Logistics".

**5.8. Course outline.** Commercial Logistics as a factor of competitiveness. Logistics in the enterprise. Types of logistics strategy. The experience of foreign countries in the application of commercial logistics. Logistics solutions serving customers. Characteristics costs of logistics customer service. Elements and criteria of customer service. Outsourcing in commercial logistics. Modern logistics service providers. Optimization of purchasing decisions in the logistics system. Procurement logistics strategy and methodological approaches to its development. High-tech methods of

management organization purchases and placing orders. The problem of creating supply chains. Information support procurement of goods. Organization of procurement logistics system timeliness («just-in-time»). Managing inventory in the logistics system. Major logistics inventory management. Key indicators of stocks in the company. Modern computer technology inventory management in logistics systems. Organization of transportation in commercial logistics. Documentary support cargo commercial enterprises. Planning the consignment. Logistics solutions for storage of goods in warehouses. Key figures of the trade of the company. Principles and technology of storage of goods. Logistics distribution of goods. Coordination and integration of logistics operations mediators. Objects logistics solutions in the distribution of goods. Logistic information systems.

### **5.9. Recommended sources and other educational resources / means.**

1. Christopher M. Logistics and Supply Chain Management, 4th Edition. - Financial Times Series. - NY, USA, 2011. - 664 p.

2. Cohen Sh., Roussel J. Strategic Supply Chain Management: The Five Core Disciplines for Top Performance, Second Edition. - McGraw-Hill. - NY, USA, 2013. - 298 p.

3. Coyle J.J., Novack R.A., Gibson B. Transportation: A Global Supply Chain Perspective, 8th Edition. - Kogan Limited. - London, UK, 2011. - 420 p.

4. Crandall R.E., Crandall W.R., Chenn C.C. Supply Chain Management. - CRC Press, NY, USA. - 2010. - 704 p.

5. Monczka R.M., Hanfield R.B., Giunipero L.C., Patterson J.L. Purchasing and Supply Chain Management, 6th Edition. - South-Western. - Boston, USA, 2011. - 888 p.

7. Pilbeam A., O'Driscoll N. Market Leader. Logistics Management. - Longman, GB, 2010. - 98 p.

8. Richards G. Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse, 2nd Edition. - Kogan Limited. - London, UK, 2014. - 352 p.

9. Комерційна логістика : навч. посіб. для студ. вищ. навч. закл. / А.А. Мазаракі, Т.Д. Москвітін, В.М. Торопков та ін.; за ред. А.А.Мазаракі. – К.: КНТЕУ, 2013. – 408 с.

10. Крикавський Є.В. Логістика. Основи теорії: Підручник / Є.В. Крикавський – 2-ге вид., допов. і переробл. – Л.: Вид-во НУ «Львівська політехніка»; «Інтелект-Захід», 2006. – 456 с.

### **5.10. Planned learning activities and methods of education.**

Combination of traditional and innovative methods of education with the

use of technologies: thematic and problematic lectures, case study method, practical tasks with the use of information technologies, presentations, solving creative tasks, independent work of students.

**5.11. Methods of assessment:**

– formative assessment (oral and written surveys, testing, verification of situational and creative tasks, presentations, tests, defending individual and group projects);

– summative assessment (written exam).

**5.12. Learning and teaching language.** English.

**5.1. Title.** Corporate Governance.

**5.2. Type.** Compulsory.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** II.

**5.5. Lecturer, academic degree, position.** Piatnytska G.T., Doctor of Sciences (Economics), Professor (has passed Internship at the University of Grenoble Alpes within the EU Erasmus+ Program «Academic Mobility»); Yatsyshyna K.V., Candidate of Sciences (Economics), Senior Lecturer (has passed Internship at the University of Central Lancashire, Preston, within the EU Erasmus+ Program «Academic Mobility»)

**5.6. Learning outcomes.** The mastery of theoretical knowledge complex and practical skills concerning corporate governance basics. Development of the abilities and skills to use specific tools for corporate strategy formation and management of corporate associations.

**5.7. Compulsory disciplines studied before.** «Management», «Law».

**5.8. Course outline.** Theoretical basics of corporate governance. Infrastructure of corporate environment. Participants of corporate relations and corporate governance authorities. Models and international standards of corporate governance. Organizational mechanism of corporate governance. Tactical and strategic management of corporations. Management of corporate costs. Economic mechanism of corporate governance. Reporting and control in the corporate management system. Management of state corporate rights. Efficiency and quality of corporate governance.

**5.9. Recommended sources and other educational resources / means.**

1. Ігнат'єва І. А. Корпоративне управління [текст]: підручник / І. А. Ігнат'єва, О. І. Гарафонова. – К. : «Центр учбової літератури», 2013. – 600 с.

2. Мостенська Т. Л. Корпоративне управління: підручник / Т.Л. Мостенська, В. О. Новак, М. Г. Луцький, Ю. Г. Симоненко. – К. : Каравела, 2015. – 400 с.

3. ПОВАЖНИЙ О.С. Корпоративне управління: підручник / О. С. ПОВАЖНИЙ, Н. С. Орлова, А. О. Харламова. – К. : Кондор, 2013. – 244 с.

4. Mallin C.A. Corporate governance / Chris A. Mallin; 5<sup>th</sup> ed. – United Kingdom; New York, NY: Oxford University Press, 2016. – XXII, 417 p.

5. Tricker R. I. (Bob) Corporate Governance: Principles, Policies, and Practices / R.I. (Bob) Tricker; 3rd ed. – Oxford University Press, 2015. – 584 p.

**5.10. Planned learning activities and methods of education.**

Combination of traditional and innovative methods of education with the use of technologies: thematic and problematic lectures, case study method, practical tasks with the use of information technologies, presentations, solving creative tasks, independent work of students.

**5.11. Methods of assessment:**

– formative assessment (testing, checking compendiums, situational tasks, analytical and creative tasks, defending individual and group projects);

– summative assessment (written exam).

**5.12. Learning and teaching language.** English.

**5.1. Title.** Trade Management.

**5.2. Type.** Compulsory.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** III.

**5.5. Lecturer, academic degree, position.** Pyatnitska G.T., Doctor of Economics, Professor.

**5.6. Learning outcomes.** Formation of the future professionals competency on basic principles, main categories, modern concepts of theoretical and practical management items on the retail trade.

**5.7. Compulsory disciplines studied before.** "Management", "Economics of Enterprise Trade" Commercial Logistics. "

**5.8. Course outline.** Essence, aims and objectives of trade management. Basic concepts of trade management as a system. Trade infrastructure management. Legal, regulatory, market and regulation of internal trade of the company. Function and mechanism of trade management. Trade management strategy, its content and sequence of development. Organizational principles of trade management. Selection the most effective organizational form of the enterprise trade and its business units. Procedures of selection the most effective methods of selling goods and organizing additional services for

customers. Human Resources management enterprise. Management of commercial and technological processes. The economic principles of trade management. Management turnover, income, expenses and profits of trade. Source of trade activity management. Organization of communication processes in trade management. Trade Culture of enterprise.

### **5.9. Recommended sources and other educational resources / means**

1. Бланк И. А. Торговый менеджмент : Учебник. / И. А. Бланк. – К.: УФИМБ, 2007. – 405 с.

2. Внутрішня торгівля України: проблеми і перспективи розвитку : монографія / за ред. В. В. Апопій, П. Ю. Балабан. – Львів : Новий світ-2000, 2014. – 565 с.

3. Павлова В. А. Управління торгівлею: регіональний аспект: монографія / В. А. Павлова, Л. Д. Гармидер, Л. А. Гончар, В. М. Орлова, О. Р. Сергєєва. – Д.: Вид-во Дніпропетровський університет імені Альфреда Нобеля, 2012. – 220 с.

4. Моргулець О. Б. Менеджмент у сфері послуг. Навч. посіб. – К.: Центр учбової літератури, 2012. – 384 с.

5. Чурсіна, Л. А. Менеджмент в торгівлі [Текст] : навч. посіб. / Л. А. Чурсіна, Г. А. Тіхосова, О. М. Літвінова ; Херсон. нац. техн. ун-т. – Херсон : Вишемирський В. С., 2013. – 109 с.

6. Bernstein, William (2008). A Splendid Exchange: How Trade Shaped the World. New York: Grove Press

7. Paine, Lincoln (2013). The Sea and Civilisation: a Maritime History of the World. Atlantic. (Covers sea-trading over the whole world from ancient times.)

**5.10. Planned learning activities and methods of education.** A combination of traditional and non-traditional teaching methods using innovative technologies: problem lectures, case-study method, practical problems using information technology, presentations, solving calculation and analytical tasks and situational exercises, visiting classes, independent work of students.

### **5.11. Methods of assessment:**

– formative assessment (oral tests / written tests / checking compendiums / presentations / projects / exercises / economic problems / situational tasks, etc.);

– summative assessment (written exam)

**5.12. Learning and teaching language.** English.

**5.1. Title.** Corporate Crisis Management.

**5.2. Type.** Compulsory.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** I.

**5.5. Last name, first name and patronymic of the lecturer, academic degree, position.** Kasianova A.O., Candidate of Sciences (Economics), Associate Professor of the Economics and Finance of Enterprise Department.

**5.6. Learning outcomes.** Studying discipline involves acquiring competence for individual fulfilling the tasks of crisis management in a company, diagnosing crisis situation and bankruptcy risk probability, assessing the consequences of a bankruptcy situation emergence, preparing and carrying over a liquidation procedure, reasoning the program for a company withdrawal from a crisis state and ensuring control over its implementation.

**5.7. Compulsory disciplines studied before.**

«Enterprise Economy», «Enterprise Finance», «Management», «Accounting», «Financial Management».

**5.8. Course outline.** Crises in development of social and economic systems. Methods of investigation of crisis phenomena in company activity. Corporate crisis management: essence and methodology. Methodological base and practical tool of diagnosis of corporate crisis condition and bankruptcy risk. Diagnosis of corporate survival potential. Organizational and legal mechanism of bankruptcy process. Economic, organizational and legal base of bankruptcy and financial sanitation (rehabilitation) of a company. Corporate restructuring in the system of crisis management. Development of a counter-crisis program and a counter-crisis strategy in a company.

**5.9. Recommended sources and other educational resources / means.**

1. Антикризовий менеджмент: навч. посіб. / Л.І.Скібіцька, В.В.Матвеев, В.І.Щелкунов, С.М.Подреза .- К.: Центр учбової літератури, 2014 . – 588с.

2. Банкрутство та санація суб'єктів господарювання в Україні: монографія / Л.О. Лігоненко, О.О. Хіленко, І.І. Дянков; за ред. Л.О. Лігоненко. – К. : Київ. нац. торг.-екон. ун-т, 2011. – 348 с.

3. Боронос В. Г. Управління фінансовою санацією підприємств : підручник / В. Г. Боронос, І. Й. Плікус. – Суми : Сумський державний університет, 2014. – 457 с.

4. Тюріна Н.М. Антикризове управління [текст]: навч. посіб. / Н.М. Тюріна, Н.С. Карвацька, І.В. Грабовська. – К.: Центр учбової літератури, 2012 . – 448с.



5. Управління фінансовою санацією підприємства.: підручник. / Т. А.Говорушко, І. В. Дем'яненко, К. В. Багацька [та ін.] за заг. ред. Т. А. Говорушко – К. : «Центр учбової літератури», 2013. – 400 с.

6. Shemetev A.A. Complex financial analysis, bankruptcy prognosis and financial management-marketing manual for self tuition book. – A.A. Shemetev. – Co.LTD Zodchiy, St.-Petersburg. – 2012. – 750 p.

7. Bernstein J.L. Manager's Guide to Crisis Management. – J. Bernstein, B. Bonafede. – McGraw Hill. – NY, 2012. – 172 p.

8. Devlin E.S. Crisis Management Planning and Execution. – E.S. Devlin. – Auerbach Publications. – NY, 2006. – 504 p.

9. Altman, Edward I., Corporate Distress Prediction Models in a Turbulent Economic and Basel II Environment (September 2002). NYU Working Paper No. FIN-02-052. Available at SSRN : <http://ssrn.com/abstract=1294424>.

**5.10. Educational events and methods of education.** Combination of traditional and nontraditional methods of education with the use of innovative technologies:

– lectures (review lectures / thematic lectures / problematic lectures / consulting lectures / conference lectures / binary lectures / dual lectures / lectures with prearranged errors).

– seminars (training / presentations / discussions / a communicating method / imitations / simulations / moderations / situations / brainstorming / case-studies / work in groups / etc.).

**5.11. Methods of assessment:**

– formative assessment (oral tests / written tests; checking compendiums / presentations / projects / exercises / economic problems / situational tasks, etc.);

– summative assessment (written exam).

**5.12. Language of teaching.** English.

**5.1. Title.** Brand Management.

**5.2. Type.** Optional.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** I.

**5.5. Lecturer, academic degree, position.** Chykusova M.U., Candidate of Sciences (Economics), Associate Professor

**5.6. Learning outcomes.**

Formation students' knowledge of applications in the field of brand management, understanding the conceptual foundations of activities system management in the field of branding, acquisition of practical training and decision-making skills in this area.

**5.7. Compulsory disciplines studied before.** «Marketing», «Management», «Strategic Marketing», «Psychology», «Marketing Communications».

**5.8. Course outline.** The essence and the basic concepts of brand management. The essence, basic structure and function of the brand. Main characteristics of the brand. Model of the brand as a tool of its formation and development. Architecture and brand portfolio. The control system of brand development and its basic elements. The information support subsystem. Subsystem of brand management planning. Subsystem of Brand Management. Subsystem of brand management control. Internal (corporate) brand management. Basic tools of marketing communications in brand management. Synthetic tools of marketing communication in brand management. Marketing techniques to brand management (positioning, cobranding, re-branding, trade marketing, franchising).

**5.9. Recommended sources and other educational resources / means.**

1. Chevalier M. *Luxury brand management: a world of privilege.* – Hoboken: John Wiley & Sons Pte. Ltd., 2008. – 424 p.

2. Konstany, W. *Relations in between country of origin and brand. Part I : Contemporary tendencies and problems of the world economy / W. Konstany // Developmental challenges of contemporary economies: management - finance - restructuring / edited by Ryszard Borowiecki, Tomasz Rojek; Cracow University of Economics, Department of Economics and Organization of Enterprises.* — Cracow : Fundation of the Cracow University of Economics, 2011. — 577 p.

3. Wolny, J.; Mueller, C. (2013). "Analysis of fashion consumers' motives to engage in electronic word-of-mouth communication through social media platforms". *Journal Of Marketing Management.* – pp. 562–583.

4. Bampo, M.; Ewing, M. T.; Mather, D. R.; Stewart, D.; Wallace, M. (2008). "The effect of the social structure of digital networks on viral marketing performance". *Information Systems Research.* – pp. 273–290.

### **5.10. Planned learning activities and methods of education.**

Combination of traditional and nontraditional methods of education with the use of innovative technologies:

-lectures (review lectures / thematic lectures / problematic lectures / consulting lectures / conference lectures / press conference lectures / interactive lectures / lectures with prearranged errors).

-seminars (presentations / discussions / a communicating method / imitations / simulations / moderations / situations / brainstorming / case-studies / work in groups, etc.).

### **5.11. Methods of assessment:**

- formative assessment (testing / oral / written interrogation; / presentations / projects / exercises / situational tasks, etc.);

- summative assessment (written exam).

### **5.12. Learning and teaching language.** English.

**5.1. Title.** Intellectual Property.

**5.2. Type.** Optional.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** I.

**5.5. Lecturer, academic degree, position.** Mazaraki N.A., Candidate of Sciences (Law), Associate Professor.

**5.6. Learning outcomes.** As a result of discipline study, students should know: basic concepts and components of intellectual property system; legislation of Ukraine on intellectual property; objects and subjects of intellectual property rights; the basics of intellectual property protection.

**5.7. Compulsory disciplines studied before.** «Fundamentals of Law», «Commercial Law».

**5.8. Course outline.** The concept of intellectual property. System of Intellectual Property Protection in Ukraine. Copyright and related rights. Trademarks. Patents. Industrial designs. Geographical indications. Unfair competition.

**5.9. Recommended sources and other educational resources / means.**

1. 1.WIPO Intellectual Property Handbook: Policy, Law and Use  
Режим доступу: <http://www.wipo.int/about-ip/en/iprm/>

2. 2.WIPO Magazine. Режим доступу:  
[http://www.wipo.int/wipo\\_magazine/en/](http://www.wipo.int/wipo_magazine/en/)

3. 3.WIPO publications. Режим доступу:  
<http://www.wipo.int/publications/en/>

4. 4.Інтелектуальна власність. Навчальний посібник / Г.Остапович, О.Стороженко, Г.Уманців, О.Фоміна. – Київ.нац.торг-екон.ун-т.: Київ, 2012 – 456 стор.

5. Farah, Paolo and Cima, Elena. "China's Participation in the World Trade Organization: Trade in Goods, Services, Intellectual Property Rights and Transparency Issues" in Aurelio Lopez-Tarruella Martinez (ed.), El comercio con China. Oportunidades empresariales, incertidumbres jurídicas, Tirant lo Blanch, Valencia (Spain) 2010, pp. 85–121.

6. Farah, Paolo Davide, Tremolada Riccardo, Intellectual Property Rights, Human Rights and Intangible Cultural Heritage, Journal of Intellectual Property Law, Issue 2, Part I, June 2014, Giuffre, pp. 21–47.

**5.10. Methods of education.** Combination of traditional and nontraditional methods of education with the use of innovative technologies:

- lectures (review lectures / thematic lectures).
- seminars (training / presentations / discussions /case studies).

**5.11. Methods of assessment:**

- formative assessment (oral tests / written tests / presentations, etc.);
- summative assessment (written exam).

**5.12. Learning and teaching language.** English.

**5.1. Title.** Investment Management.

**5.2. Type.** Optional.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** II.

**5.5. Lecturer, academic degree, position.** Nagorniuk O.V., Candidate of Sciences (Economics), Associate Professor.

**5.6. Learning outcomes.** Knowledge and skills in the field of development of the company's investment strategy, analyzing investment attractiveness of projects, methods for assessing their effectiveness, risks, liquidity, forming the company's finance investment portfolio and the real investment program.

**5.7. Compulsory disciplines studied before.** «Finance», «Economics of an enterprise», «Finance of an enterprise», «Financial management of enterprises and associations».

**5.8. Course outline.** The essence, purpose and functions of investment management. Methodological principles and methodical

tools of investment management. Assessment and prediction of the investment market. The investment strategy of the enterprise. Policy of investment resources forming of the enterprise. Management of company's real investments. Rules of making investment decisions. Forming of real investment program of company. Features of company's innovative investment management. Company's financial investment management. Company's financial investment portfolio management.

### **5.9. Recommended sources and other educational resources / means.**

5. Боярко І. М. Інвестиційний аналіз: Навч. посіб. / І. М. Боярко, Л. Л. Гриценко—К.: Центр учбової літератури, 2011.—400 с.

6. Гриньова В.М. Інвестування: підручник / В.М.Гриньова, В.О. Коюда, Т.І. Лепейко, О.П. Коюда.—К.: Знання, 2008.—458 с.

7. Markowitz, H.M. (2009). Harry Markowitz: Selected Works. World Scientific-Nobel Laureate Series: Vol. 1. World Scientific. p. 716.

8. Elton, Edwin J; Gruber, Martin J (2010). Investments and Portfolio Performance. World Scientific. p. 416.

**5.10. Planned learning activities and methods of education.** The combination of traditional and non-traditional teaching methods with the use of innovative technologies:

– lectures (sightseeing / content / problem / lecture consultation / conference lecture / binary / dual / lecture with premeditated errors);

– seminars (practical (training / presentation / discussion / communication methods / imitation / simulation / moderation / modeling situations / "brainstorming" / trainer task / method of case study / work in small groups/ other).

### **5.11. Methods of assessment:**

– formative assessment (testing, oral/written survey, task/situational problem, etc.);

– summative assessment (written exam).

### **5.12. Learning and teaching language.** English.

**5.1. Title.** Trade networks.

**5.2. Type.** Optional.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** II.

**5.5. Lecturer, academic degree, position.** Kavun-Moshkovska O.A., Candidate of Sciences (Economics), Associate Professor.

**5.6. Learning outcomes.** Formation of systematic knowledge and understanding of aspects of the theory and practice of the various types entrepreneurial networks and prerequisites of their development in modern conditions; types of the strategies of forming of trade networks; forms of franchised trade networks and voluntary associations in the trade, peculiarities of their formation and effective functioning in a competitive environment.

**5.7. Compulsory disciplines studied before.** «Marketing», «Organization of the trade», «Economy of a Trading Enterprise», «Commercial activity», «Logistics».

**5.8. Course outline.** The globalization of world economy: current trends and prospects. Prerequisites of the development of entrepreneurial networks in Ukraine. Essence and classification of entrepreneurial networks in the trade. Essence and types of the strategies of forming of trade networks. Methodical bases of development the strategies of forming trade networks. Organization of functioning of trade networks. Management of supply of goods in trade networks. Essence and classification of franchised trade networks. The main stages of formation of the franchised network in the trade. Management of relations between subjects in the franchised trade network. Types of voluntary associations in retail trade and principles of their formation.

**5.9. Recommended sources and other educational resources / means.**

1. Berman B., Evans Joel R. Retail Management: A Strategic Approach. - Prentice Hall. - GB, US. - 2012. - 624 p.

2. Diamond J., Litt S. Retailing in the Twenty-First Century 2nd Edition. - Fairchild Books. - US, 2009. - 512 p.

3. Fishman C. The Wal-Mart Effect: How the World's Most Powerful Company Really Works - and How It's Transforming the American Economy. - Penguin Books. - US, 2006. - 352 p.

4. Lewis R., Dart M. The New Rules of Retail: Competing in the World's Toughest Marketplace. - St. Martin's Press. - US, 2010. - 256 p.

5. Siebert M., Leonesio J. Franchise Your Business: The Guide to Employing the Greatest Growth. - Entrepreneur Press. - US, 2015. - 362 p.

6. Thomassen L., Lincoln K., Aconis A. Retailization: Brand Survival in the Age of Retailer Power. - Kogan Page Limited. - GB, US, 2006. - 221 p.

7. Підприємницькі мережі в торгівлі: монографія / Н.О. Голошубова, О.О. Кавун, В.М. Торопков, О.П. Бегларашвілі; за

заг. ред. Н.О. Голошубової. – К. : Київ. нац. торг. - екон. ун-т, 2014. – 344 с.

8. Розничные торговые сети: стратегии, экономика и управление: учебное пособие / кол. авторов; под ред. А.А. Есютина и Е.В. Карповой. – 2-е изд., стер. – М.: КНОРУС, 2010. – 416 с.

**5.10. Planned learning activities and methods of education.** Combination of traditional and innovative methods of education with the use of technologies: thematic and problematic lectures, case study method, practical tasks with the use of information technologies, presentations, solving creative tasks, independent work of students.

**5.11. Methods of assessment:**

– formative assessment (written survey, testing, verification of situational and creative tasks, presentations, tests, defending individual and group projects);

– summative assessment (written exam).

**5.12. Learning and teaching language.** English.

**5.1. Title.** Commercial Activity Management.

**5.2. Type.** Optional.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** II.

**5.5. Lecturer, academic degree, position.** O.P. Beglarashvili, Candidate of Sciences (Economics), Associate Professor (has undertaken Internship at the University of Grenoble Alpes within the EU Erasmus+ Program «Academic Mobility»).

**5.6. Learning outcomes.** The formation of applicants' knowledge and understanding of the system of theoretical and methodological foundations of business, the acquisition of managerial skills of independent commercial decisions.

**5.7. Compulsory disciplines studied before.** «Marketing», «Economics of trade enterprise», «Business Law», «Management».

**5.8. Course outline.** The concept and principles of enterprises commercial activity management. The main stages and principles of product range formation. Optimizing methods of product range. The entities commercial relations. Approaches to evaluating of the business partners' interaction. Essence and goals of trade enterprises procurement. The concept of commodity supply trade enterprises. Essence and features of e-commerce. Strategic issues in retailing. Activating of retail goods sale. Performance evaluation of trade

enterprise commercial activity by functional areas. The concept of commercial risk.

### **5.9. Recommended sources and other educational resources / means.**

1. Виноградська А.М. Комерційна діяльність торговельного підприємства : навч. посіб. / А.М. Виноградська. – К. : Київ. нац. торг.-екон. ун-т, 2008. – 278 с.

2. Комерційна діяльність : підручник / за ред. В.В. Апопія. – 2-ге вид. перероб. і доп. – К. : Знання, 2008. – 535 с.

3. ACNielsen. Consumer-Centric Category Management : How to Increase Profits by Managing Categories based on Consumer Needs. – Wiley, 2014. – 386 p.

4. Blythe J. Business to Business Marketing Management. A global perspective / J. Blythe, A. Zimmerman. – North York : Thompson Learning. 2005. – 407 с.

5. Seshadri S. Sourcing Strategy: Principles, Policy and Designs. – Springer, 2005. – 320 p.

### **5.10. Planned learning activities and methods of education.**

Combination of traditional and nontraditional methods of education with the use of innovative technologies:

– lectures (review lectures / thematic lectures / problematic lectures / consulting lectures / conference lectures / binary lectures / dual lectures / lectures with prearranged errors).

– seminars (training / presentations / discussions / a communicating method / imitations / simulations / moderations / situations / brainstorming / case-studies / work in groups / etc.).

### **5.11. Methods of assessment:**

– formative assessment (oral tests / written tests / checking compendiums / presentations / projects / exercises / economic problems / situational tasks, etc.);

– summative *assessment* (written exam)

### **5.12. Learning and teaching language.** English.

**5.1. Title.** Project Management.

**5.2. Type.** Optional.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** II.

**5.5. Lecturer, academic degree, position.** A.Y. Prisyazhnyuk, Candidate of Sciences (Economics), Associate Professor



**5.6. Learning outcomes.** Formation practical skills with application of specific methods and tools in project management, as well as the acquisition of professional skills of projects planning, organization and control, for increasing efficiency organization activity and creating preconditions for its development.

**5.7. Compulsory disciplines studied before.** “Management”, “Marketing”, “Economics and Finance of enterprises”, “Strategic Management”, “Financial Management”.

**5.8. Course outline.** Overview of Project Management in the Organizations. Project Background and Evaluation of Its Effectiveness. Project Planning. Time Planning of the Project. Planning of Resource Support of the Project. The Project Control. Project Risk Management. Project Quality Management. Managing Project Team.

**5.9. Recommended sources and other educational resources / means.**

1. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition (ENGLISH) / Project Management Institute. – 2013. – p.589

2. Serra, C. E. M.; Kunc, M. (2014). "Benefits Realisation Management and its influence on project success and on the execution of business strategies". *International Journal of Project Management*. pp. 53–66.

3. Bjarne Kousholt (2007). *Project Management – Theory and practice*. Nyt Teknisk Forlag. p.59.

4. Jones, Norman L. (2013). "Chapter Two: Of Poetry and Politics: The Managerial Culture of Sixteenth-Century England". In Kaufman, Peter Iver. *Leadership and Elizabethan Culture*. Jepson Studies in Leadership. Palgrave Macmillan. p. 18.

**5.10. Planned learning activities and methods of education.** Combination of traditional and nontraditional methods of education with the use of innovative technologies:

– lectures (review lectures / thematic lectures / problematic lectures / consulting lectures / conference lectures / binary lectures / dual lectures / lectures with prearranged errors).

– seminars (training / presentations / discussions / a communicating method / imitations / simulations / moderations / situations / brainstorming / case-studies / work in groups / etc.).

**5.11. Methods of assessment:**

- formative assessment (oral tests / written tests / checking compendiums / presentations / projects / exercises / economic problems / situational tasks, etc.);
- summative assessment (written exam)

**5.12. Learning and teaching language.** English.

**5.1. Title.** Business funding.

**5.2. Type.** Optional.

**5.3. Academic year.** 2018/19.

**5.4. Semester.** II.

**5.5. Lecturer, academic degree, position.** Dr. Nataly D. Amalyan, associate professor

**5.6. Learning outcomes.** Building up of the theoretical knowledge and skills necessary to (i) assess wants and needs of lenders and borrowers and (ii) choose the best options of business funding, meeting concurrently the demands of investors and needs of business units; application in practice of theoretical knowledge for the analysis of available for business entities tools of funding at different stages of business life cycle.

**5.7. Compulsory disciplines studied before.** «Macroeconomics», «Money and Credit», «Financial Market», «Statistics», «Accounting».

**5.8. Course outline.** Life cycle of business and external financing needs at different stages; structure of business units. Financial systems, direct and indirect funding; financial intermediaries and money and/or capital market instruments. Essence and classification of securities. Equity securities (stocks, ADR), classification of debt securities. Financing businesses at the initial stages of its development (crowdfunding, business angels, B2B, business incubators, grants, government programs to support small businesses). Institutional investors, venture capital. Specifics of the operation of private investment funds. Financing small business (B2B, possibilities and tools of non-banking financial institutions financing). Financing SMEs. Bank lending to mature business. Classification of loans, alternative ways to attract and repay loans. Methods of companies expansion. IPO and M&A. Methods of business financing at the stage of its decline. Vulture financing and divestment. Cost of capital. Risk management in private equity funds and venture capital.

**5.9. Recommended sources and other educational resources / means.**

1. Bance Alex. Why and How to Invest in Private Equity / Alex Bance // European Private Equity & Venture Capital Association Special Paper, 2005.

2. Zvi Bodie, Robert C Merton, David L Cleeton. Financial Economics (2nd Edition). Prentice Hall/Pearson. 2009
3. Business Life Cycle: ICAEW Advanced Stage. Institute of Chartered Accountants in England and Wales, 2004
4. Earl, C.F. Business Funding & Finances. Mason Crest, USA. 2014
5. Paolo Frankl, Frider Rubik. Life Cycle Assessment in Industry and Business: Adoption Patterns, Applications and Implications. Springer 2000
6. Paul Gompers. Contracting and Control in Venture Capital. Harvard Business School. February 1998.
7. Andrew Metrick and Ayako Yasuda. The Economics of Private Equity Funds. Review of Financial Studies, 2009.
8. Bob Zaider. How Venture Capital Works. Harvard Business Review, November – December 1998, pp. 131 – 139.
9. Sharpe W., Alexander G., Bailey J. Investments. Prentice Hall, 1998.
10. Richard W. Sias, David A. Whidbee, David W. Blackwell, David S. Kidwell. Financial Institutions, Markets, and Money, Eleventh Edition. John Wiley & Sons. 2011.

**5.10. Planned learning activities and methods of education.** Combination of traditional and nontraditional methods of education with the use of innovative technologies:

- lectures (review lectures / thematic lectures / problematic lectures / consulting lectures / conference lectures / binary lectures / dual lectures / lectures with prearranged errors).
- seminars (training / presentations / discussions / a communicating method / imitations / simulations / moderations / situations / brainstorming / case-studies / work in groups / etc.).

**5.11. Methods of assessment:**

- formative assessment (oral tests / written tests / checking compendiums / presentations / projects / exercises / economic problems / situational tasks, etc.);
- summative assessment (written exam)

**5.12. Learning and teaching language.** English.

**5.1. Title.** Change Management

**5.2. Type.** Optional

**5.3. Academic year.** 2018/17.

**5.4. Semester.** III.

**5.5. Lecturer, academic degree, position.** A.Y. Prisuazhnyuk, Candidate of Sciences (Economics), Associate Professor

**5.6. Learning outcomes.** Forming future professional competencies for effective management of organizational change in dynamic conditions of organizations' functioning, the use of efficient technologies and practices of change management in organizations.

**5.7. Compulsory disciplines studied before.** «Management and Administration» «Management», «Management of Personal», «Innovation Management», «Financial Management», «Corporate Management».

**5.8. Course outline.** Nature and sources of change in the organization. Types and levels of change in the organization. Comparative characteristics of varieties of organizational change. The concept of organizational excellence. Models of change management in the organization. Change management process in the organization. Model selection strategies for organizational change. Methods of managing change in the organization. Tools management of organizational change. Forms of organizational change. Content of the reform, modernization and transformation. The essence and peculiarities of business process reengineering. Behavior management personnel in implementing changes in the organization. Management and leadership in change management. Creation and operation teams and workgroups in managing organizational change. Methods for overcoming resistance to organizational personnel changes. Organizational development system changes. Models of organizational development and their classification.

**5.9. Recommended sources and other educational resources / means.**

1. Серіков А.В. Управління організаційними змінами. Навчальний посібник. – К.: Бурун Книга, 2013. – 263 с.

2. Кузьмін О. Є.. Управління змінами. Навчальний посібник / О. Є. Кузьмін, В. В. Яцура, І. І. Грибик, А. М. Грищук, Н. В. Смолінська, М. Б. Гункевич, М. В. Замроз. – Львів: Видавництво Львівської політехніки, 2014. – 356 с.

3. Jones, Norman L. (2013). "Chapter Two: Of Poetry and Politics: The Managerial Culture of Sixteenth-Century England". In Kaufman, Peter Iver. Leadership and Elizabethan Culture. Jepson Studies in Leadership. Palgrave Macmillan. p. 18.

4. Gomez-Mejia, Luis R.; David B. Balkin; Robert L. Cardy (2008). Management: People, Performance, Change, 3rd edition. New York, New York USA: McGraw-Hill. p. 19.

### **5.10. Planned learning activities and methods of education.**

Combination of traditional and nontraditional methods of education with the use of innovative technologies:

- lectures (review lectures / thematic lectures / problematic lectures / consulting lectures / conference lectures / binary lectures / dual lectures / lectures with prearranged errors).

- seminars (training / presentations / discussions / a communicating method / imitations / simulations / moderations / situations / brainstorming / case-studies / work in groups / etc.).

### **5.11. Methods of assessment:**

- formative assessment (oral tests / written tests / checking compendiums / presentations / projects / exercises / economic problems / situational tasks, etc.);

- summative assessment (written exam)

### **5.12. Learning and teaching language. English.**

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