

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО

на засіданні кафедри
міжнародних економічних відносин
Протокол № 1 від 28.08.2023 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

МІЖНАРОДНИЙ МЕНЕДЖМЕНТ

робоча програма навчальної дисципліни (РПНД)

Галузь знань	29 "Міжнародні відносини"
Спеціальність	292 "Міжнародні економічні відносини"
Освітній рівень	перший (бакалаврський)
Освітня програма	"Міжнародний бізнес"

Статус дисципліни	обов'язкова
Мова викладання, навчання та оцінювання	англійська

Розробник:
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відносин

Ірина ОТЕНКО

Гарант програми

Наталія ПАРХОМЕНКО

Харків
2023

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

APPROVED

at the meeting of the department of
international economic relations
Protocol № 1 of 28.08.2023

AGREED

Vice-rector for educational and methodical
work



Karina NEMASHKALO

**International management
Program of the course**

Field of knowledge **29 International Relations**
Specialty **292 International Economic Relations**
Study cycle **first (bachelor)**
Study programme **International Business**

Course status **mandatory**
Language **English**

Developer

PhD (Economics),
Associate Professor

Oleksandra GRON

Head of International
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Department

Iryna OTENKO

Head of Study Programme

Nataliia PARKHOMENKO

**Kharkiv
2023**

INTRODUCTION

With the development and deepening of interrelationships and interdependencies between countries, the strengthening of the international nature of economic activity, modern trends in global management are largely connected. The transition of most post-industrial countries to an open economy, the rapid growth of the role of transnational corporations in the world economy, the development of international entrepreneurship have led to the development and internationalization of management.

International management as an activity aimed at the formation, development and use of competitive advantages of an international company due to the opportunities of doing business in different countries, taking into account and appropriate use of the peculiarities of these countries and international interaction.

The educational discipline "International Management" is aimed at the formation of general foundations for the analysis of patterns and features of the development of international management, obtaining the necessary knowledge on issues of managing the activities of companies in the field of international business, taking into account national and world trends.

The purpose of studying the discipline is to develop abilities and skills to manage the activities of an international company; understanding of the main functions of management to achieve the company's foreign economic activity goals; the ability to use the company's competitive advantages due to opportunities for doing business in different countries.

The objectives of the course are mastering:

- obtaining knowledge about the laws and features of the organization of the international management system at the enterprise;
- mastering the skills of researching the internal and external environment of an international company, taking into account national characteristics and trends in the development of the international environment in the process of making management decisions of the company;
- understanding of the functions of management in an international company, features of the national style in management and organizational behavior, to what extent these features affect the achievement of the company's planned results.

The object of the course is the process of managing the international business of a subject of foreign economic activity.

The subject of the course is there is a system of management relations in the field of international business, as well as principles, methods and tools of the system of management of foreign economic activity at all levels of the company.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO1	GC3, SCK16
LO6	GC4, GC11
LO8	SC11
LO10	SC8
LO15	GC10, SC8
LO17	GC10
LO25	GC4
LO26	GC4

GC3. Ability to learn and be up-to-date.

GC4. Ability to plan and manage time.

GC10. The ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity).

GC11. Ability to work in a team.

SC8. The ability to determine the functional features, nature, level, and degree of interconnections between subjects of international economic relations of different levels and establish communications between them.

SC11. The ability to research economic phenomena and processes in the international sphere, considering cause and effect and spatial-temporal relations.

SC16. The ability to constantly increase the theoretical level of knowledge, generate and effectively use it in practical activities.

LO1. Be responsible for professional self-improvement, realizing the need for lifelong learning, show tolerance and readiness for innovative changes.

LO6. Plan, organize, motivate, evaluate and increase the effectiveness of collective work, carry out research in a group under the leadership of a leader, taking into account the requirements and features of today in conditions of limited time.

LO8. Understand, distinguish, and describe new phenomena, processes and trends of global development, mechanisms and tools for the implementation of economic policy and world integration / disintegration processes, including Euro - Atlantic integration.

LO10. Identify and distinguish the features of the functioning of the subjects of international relations and models of their economic development.

LO15. Determine the functional features, nature, level, and degree of interconnections between subjects of international economic relations of different levels and establish communications between them.

LO17. To determine the causes, types and nature of international conflicts and disputes, justify and apply economic, legal and diplomatic methods and means of solving them at the international level, defending the national interests of Ukraine.

LO25. To present the research results, based on which recommendations and measures for adaptation to changes in the international environment are being developed.

LO26. To manage international business, to form, develop and implement strategies for personnel management of an international company, marketing, competitive, innovative, financial activity, and others, taking into account the direction of activity of the entity's international business, taking into account the priorities of the smart-specialization of the Kharkiv region.

COURSE CONTENT

Topic 1. The essence of international management and its characteristics

1.1. Concept and essence of international management. Subject, goals and tasks of international management. Theoretical base of international management.

1.2. Functions of international management. Components of international management.

1.3. Peculiarities of activities of managers of international companies. Basic principles of functioning of international management. Appointment of international management. Prospects for the development of international management.

1.4. Concepts of international management. Ethnocentric concept, polycentric concept, regiocentric concept, geocentric concept.

Topic 2. Modern organization in a global environment. Challenges for management

2.1. Features and structure of the analysis of the external environment of the international company. The external and internal environment of the company. Typology of the international environment. External environment analysis matrix. Identification of macroenvironmental trends. Peculiarities of activities of managers of international companies.

2.2. The main significant features of the external environment of international business. Global macroenvironmental factors. Factors of the local macroenvironment. Methods of analyzing the external environment.

2.3. Peculiarities of analyzing the business environment of international companies. Business environment of an international company. Economic environment. Political and legal environment. Socio-cultural environment.

2.4. Social and cultural environment of international companies. Technological environment of international management.

2.4. Changing trends of the business environment in modern conditions. Political risks and methods of assessing their level. Comparative characteristics of the business environment for national and international companies. Formation of a safe company environment.

2.5. Approaches to the functioning of firms in the conditions of internationalization and globalization. Global climate changes, social risks, corporate governance according to ESG criteria.

Topic 3. Planning in international companies

3.1. The essence and meaning of planning in modern conditions. Strategic planning in international companies. Types of international strategies and methods of their selection in conditions of uncertainty. Defining the mission. The company's strategic vision in the VUCA and BANI world. Analysis of company competencies.

3.2. Models of planning and management in an international company. The system of plans in the organization. Planning of individual business processes and manager's time in international companies.

3.2. The planning process and its stages. Formulation of goals of international companies. The SMART method. Tree of "goals".

3.3. Planning the company's entry into the international market. Forms of internationalization. Dilemma of standardization and adaptation.

3.4. Planning in conditions of uncertainty. "Black swans". Basic principles of planning in conditions of uncertainty.

Topic 4. Organizational function in international management

4.1. Peculiarities of the function of the organization in international management. Organizational factor in the management of international business entities.

4.2. The main types of organizational structures of international companies. Choosing a model of organizational structure in international business. Product structure, functional structure and regional structure. Matrix organizational structure.

4.3. Types of distribution of powers in the management of foreign operations. Forms of division of labor: horizontal and vertical.

4.4. Basic forms of corporate integration in international business. Change management in the organization. Modern non-traditional forms of organization of international business.

Topic 5. Human resource management and staff motivation in international companies

5.1. Peculiarities of human resources management in international companies. Personnel selection system in international corporations. Training and adaptation of personnel in international business.

5.2. Theories of motivation. Theories of motivation by A. Maslow, F. Herzberg. Expectancy theory. Theory of justice.

5.3. Teams in international companies. Intercultural relations in international teams. Barriers to the effective operation of international teams and ways to overcome them.

5.4. Peculiarities of motivation in international business. Methods of stimulating personnel of international firms. Compensatory approaches.

5.5. Corporate culture in an international company. Types of cultures: internal and national cultures.

Topic 6. Control and reporting in international management

6.1. Peculiarities of control in international companies. The complexity of the implementation of the control function in the international environment.

6.2. Types and types of control in international companies. Direct, indirect control. Preventive, current control. Control based on feedback. Feedback.

6.3. Control techniques. Financial control. Revision. Quality control. Control of personnel activities. Reporting in international companies.

6.4. Management control system. Peculiarities of control in various international companies. Reporting in international companies.

Topic 7. Decision-making in an international company

7.1. Theoretical principles of managerial decision-making. Classification of decisions. Strategic, operational and tactical decisions. Programmed and non-programmed solutions.

7.2. Peculiarities of decision-making in international corporations. Decision-making environment in international companies. Factors influencing decision-making.

7.3. The decision-making process in international companies for the development of rational decisions. Factors affecting the level of centralization and decentralization of decisions in international operations. Criteria for the effectiveness of management decisions.

7.4. Peculiarities of information provision of the international decision-making process. Matrix of relevant information. Modern methods of decision-making in international corporations. Peculiarities of decision-making in the conditions of certain national cultures.

Topic 8. Time management

8.1. Determination of time. Economic functions performed by time. Properties and types of time. The concept of organizational consciousness. Human competence in time. The law of time as a strategic resource.

8.2. Time management strategies. Timing: time inventory and analysis. Basic approaches to time management. Analysis of time costs using maps and Gantt charts. Network analysis. Time log. Reasons for inefficient use of time.

8.3. Basic techniques of planning and time management. Context planning. "Kairos" planning technique. Franklin's pyramid. B. Franklin's time management system. Pomodoro technique. "Strategic card". Result-oriented planning. Techniques "Eat an elephant", "Eat a frog for breakfast".

8.4. Time management tools. Mechanisms for time management. Empirical Pareto principle (20/80). ABC priority planning method (15/20/65). 4D technique. SPACE technique. D. Allen's method. Rules for delegation of tasks.

Topic 9. Communications in an international company and conflict resolution

9.1. International business communications. Content and structural elements of the communication process. The role of communication in modern international business. Purpose and functions of international business communications. Intercultural communication as a form of social interaction of representatives of different cultures in the business sphere.

9.2. Communication barriers and increasing the efficiency of international communications. Barriers related to environmental conditions. Conflict between spheres of competence. Specific obstacles in cross-cultural communication: language barrier, perception barrier, cultural influence, non-verbal communication.

9.3. Peculiarities of business communication in different countries of the world.

Aspects of business communication in international companies. Communications in an intercultural team. Peculiarities of negotiations as a specific form of business communication. Conducting negotiations with foreign partners.

9.4. The essence and types of conflicts. Types of corporate conflicts. Mediation, dialogue facilitation, negotiations. Types and features of negotiations in conflict. Basic approaches to conflict resolution. Conflict prevention methods.

The list of practical (seminar) / laboratory studies in the course is given in table 2.

Table 2

The list of practical (seminar) / laboratory studies

Name of the topic and/or task	Content
Topic 1 Task 1	Situational task: Components of international management: consideration on the example of a well-known company.
Topic 2 Task 2	Practical task, work in small groups: PESTLE analysis.
Topic 2 Laboratory task 1	Laboratory study. SWOT-analysis.
Topic 3 Task 3	Practical task. consideration of problem situations in small groups: definition of the mission. Analysis of company competencies.
Topic 3 Laboratory task 2	Laboratory study. Formulation of goals of an international company. Tree of "goals".
Topic 4 Task 4	Practical task: case study on the example of an international company "Dilemma of standardization and adaptation"..
Topic 4 Laboratory task 3	Laboratory study, work in small groups: Organizational structures of international companies.
Topic 5 Task 5	Practical task, work in small group Brainstorm "Motivational theories". Hierarchy of motives for different generations of workers.
Topic 5 Laboratory task 4	Laboratory study: Development of a job map. Personnel KPIs.
Topic 6 Laboratory task 5	Laboratory study: calculation of control indicators of the company's activity.
Topic 6 Task 6	Case method: types of control – current, preventive, reverse based on the example of the company chosen by the student.
Topic 7 Laboratory task 6	Laboratory study: evaluation of possible options for making management decisions.
Topic 7 Task 7	Practical task, work in small groups (brainstorming): methods of making managerial decisions.
Topic 8 Laboratory task 7	Laboratory study: timing of working hours, construction of plans-schedules.
Topic 9 Task 8	Seminar class. Business game "Working in an intercultural team".

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1	Studying the lecture material, preparing for the class, reviewing the theoretical material on the following questions: 1) Prospects for the development of international management. 2) Concepts of international management. Ethnocentric concept, polycentric concept, regiocentric concept, geocentric concept. Homework: International companies and their role in international business.
Topic 2	Study of the lecture material, preparation for the class, review of the theoretical material on the issue: 1) Comparative characteristics of the business environment for national and international companies. 2) Approaches to the functioning of firms in the conditions of internationalization and globalization. 3) Global climate changes, social risks, corporate governance according to ESG criteria. Doing homework: preparing a presentation Trends in the business environment in modern conditions.
Topic 3	Study of lecture material, preparation for classes, review of theoretical material on the following questions: 1) Forms of internationalization. Dilemma of standardization and adaptation. 2) Planning under conditions of uncertainty. Basic principles of planning in conditions of uncertainty. Doing homework: a comparative analysis of approaches to the internationalization of companies of the student's choice.
Topic 4	Studying the lecture material, preparing for the class, reviewing the theoretical material on the question: 1) Basic forms of corporate integration in international business. 2) Management of changes in the organization. Modern non-traditional forms of organization of international business. Doing homework: characteristics of different forms of organizational structures. Preparation for the control work.
Topic 5	Study of the lecture material, preparation for the class, review of the theoretical material on the issue: 1) Teams in international companies. 2) Intercultural relations in international teams. 3) Types of cultures: internal and national cultures. Homework: analysis of corporate culture in an international company of the student's choice.
Topic 6	Study of lecture material, preparation for classes, review of theoretical material on the following questions: 1) Control techniques. 2) Financial control. Revision. 3) Quality control. 4) Control of personnel activities. Homework: analysis of reporting on the example of an international company of the student's choice.

Name of the topic and/or task	Content
Topic 7	Study of the lecture material, preparation for the class, review of the theoretical material on the following questions: 1) Peculiarities of the information support of the international decision-making process. 2) Matrix of relevant information. 3) Modern decision-making methods in international corporations. Peculiarities of decision-making in the conditions of certain national cultures. Homework: building a matrix of relevant information on the example of a company. Group presentation preparation.
Topic 8	Study of lecture material, preparation for classes, review of theoretical material on the following questions: 1) Mechanisms for time management. Empirical Pareto principle (20/80). 2) ABC priority planning method (15/20/65). 3) 4D technique. SPACE technique. 4) D. Allen's method. Rules for delegation of tasks. Doing homework: Time analysis using charts and Gantt charts.
Topic 9	Study of lecture material, preparation for classes, review of theoretical material on the following questions: 1) Peculiarities of business communication in different countries of the world. 2) Aspects of business communication in international companies. 3) Communications in an intercultural team. Preparation for the colloquium.

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Verbal (lecture (Topic 1, 3, 4, 6–8), problem lecture (Topic 2, 9), Lecture-discussion (Topic 5)).

Visual (demonstration (Topic 1–9)).

Practical (practical work (Topic 1–8), seminar-discussion (Topic 9), case studies (Topic 4), brainstorming (Topic 5, 7), Laboratory study (Topic 2-9)).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical, laboratory and seminar

classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam or grading.

The final grade in the course is determined:

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: control work (estimated at 7 points), colloquium (estimated at 8 points), presentations (maximum score 5 points), creative homework (10 points), laboratory tasks (15 points), practical tasks (15 points)

Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria.

Simon Kuznets Kharkiv National University of Economics
First (bachelor) level of higher education
Specialty "International Economic Relations"
Educational and professional program "International Business"
Study discipline "International management"

TEST 1

Task 1 (test). (10 points)

1. The characteristics of the company with the "Eiffel Tower" culture include:

- a) focus on the prosperity of the "family";
- b) hierarchy, formalization, role orientation (job duties);
- c) the most important aspect of motivation for an employee is the possibility of improvement and self-realization;
- d) focuses on solving a specific task or achieving a specific result.

2. Business cultures, depending on their attitude to time, are divided into:

- a) monochronous;
- b) polychronic;
- c) all answers are correct.

3. Name the method of entering the foreign market characterized by the absence of production abroad:

- a) management contract;
- b) joint ownership;

- c) direct export;
 - d) all answers are correct.
4. The administrative decision is:
- a) the form of the manager's managerial activity in order to perform tasks;
 - b) the result of managers' activities;
 - c) the main form of influence of the manager on the object of management with in order to achieve the set goals;
 - d) form of management of the organization.
5. The economic environment of international companies is:
- a) system of international legal acts;
 - b) a set of economic relations and resources of host countries;
 - c) a typical characteristic of business behavior inherent in a certain national culture.
6. Name the functions of international management:
- a) analysis of business culture;
 - b) creation of the business culture of the company;
 - c) distribution and redistribution of financial resources;
 - d) control.
7. The process of influencing people to direct them to achieve certain goals is:
- a) leadership;
 - b) management;
 - c) charismatic action;
 - d) communications.
 - e) there is no correct answer.
8. International management is:
- a) the process of applying management concepts and tools in a multicultural environment and obtaining additional benefits and time savings thanks to this;
 - b) a special type of management, the main goals of which are the formation, development and use of competitive advantages of the firm due to the opportunities of doing business in different countries and the appropriate use of economic, social, demographic, cultural and other features of these countries and international interaction;
 - c) all answers are correct.
9. What should be analyzed when forming the mission of the enterprise?
- a) desired state in the future;
 - b) factors of the external environment affecting the activity of the enterprise;
 - c) the company's ability to produce high-quality products;
 - d) the ability of the enterprise to respond to the influences of the external environment.

10. What is the feature, according to the management grid of Blake-Mouton, of the management style "task management"?

- a) no attention is paid to work, the main thing is good relations between employees;
- b) little attention to both production and people;
- c) maintaining a balance between the needs of production and people;
- d) a high level of concern for production and a low level of concern for people;
- e) interaction of production tasks and people's needs.

Task 2 (stereotype). (6 points)

The manager needs to make a decision about the feasibility of purchasing machine B1 or B2. Machine B2 is more economical, which provides a higher profit per unit of production, but at the same time it is more expensive. The probability of realization is 2000 units. production is 0.6, and 1200 units. products - 0.4. The cost of machine B1 is UAH 30,000, the cost of machine B2 is UAH 45,000. Operating profit per unit of production for machine B1 - UAH 20, for machine B2 - UAH 25.

Task 3 (diagnostic). (9 points)

What is the external environment of the company and what is included in the concept of its "internal environment"? What is their addiction? Give a reasoned answer. Outline the factors forming the external environment of the enterprise. Describe each group of factors separately and their relationship using the example of a certain international company.

Task 4 (heuristic). (15 points)

Making the right management decisions plays a special role in management, as success in business depends on it. In practice, there are the following options: - the manager makes a decision and reports the result to subordinates, if necessary; - the manager makes a decision and reports why he made it; - the manager makes a decision, but at the same time is interested in the opinions of subordinates, makes them interested in the problem, thus getting the opportunity to check the decision and, if necessary, to make changes; - the manager makes a decision and submits it for revision; - the manager explains the essence of the problem, asks what the proposals will be, and, listening to them, makes a decision; - the manager presents the problem and asks the group to make a decision, reserving the right to choose and approve the option; - the manager presents the problem and makes the group's decision. Which of the proposed options do you think is the best? Justify your position.

Protocol №. _____ dated " ____ " _____ 20 ____

Approved at the meeting of the Department of International Economic Relations

PhD (Economics), Associate
Professor

Oleksandra GRON

Head of International
Economic Relations
Department

Iryna OTENKO

Evaluation criteria

The final marks for the exam consist of the sum of the marks for the completion of all tasks, rounded to a whole number according to the rules of mathematics.

The algorithm for solving each task includes separate stages that differ in complexity, time-consumingness, and significance for solving the task. Therefore, individual tasks and stages of their solution are evaluated separately from each other as follows:

Task 1 (test). (10 points)

For each correct answer to the test question - 1 point.

Task 2 (stereotype). (6 points)

2 – the answer is given in a general form, without specifying specific reasons, advantages, disadvantages, features, etc.;

3 – the task is partially completed; for example, the main advantages are indicated, but the disadvantages are not defined, a list of reasons is provided, but some of them are incorrect;

4-5 - the task is completely completed, but inaccuracies were made in the formulation of terms and categories, examples and explanations were not provided;

6 - the task is completely completed, the answer is justified, examples and explanations are given.

Task 3 (diagnostic). (9 points)

3 - the student chooses the right approach to the task, but performs only a small part of the task;

4-5 – the student applies theoretical knowledge and practical skills to solve the task; demonstrates understanding of the main provisions, but does not complete the task in full and/or makes significant errors, incorrect conclusions;

6-7 - the student applies theoretical knowledge and practical skills to solve the task; demonstrates understanding of basic provisions, performs tasks in full; but errors are assumed in substantiation, explanation, formulation of conclusions;

8 - the student demonstrates a conscious application of knowledge to solve a practical situation; task completed in full. When performing the diagnostic task, the acquirer made correct conclusions regarding the proposed situation;

9 - the student demonstrates a conscious application of knowledge to solve a practical situation; task completed in full. When performing the diagnostic task, the acquirer made correct conclusions regarding the proposed situation and formulated his own recommendations for its solution.

Task 4 (heuristic). (15 points)

8- the student applies theoretical material to solve the task, but faces significant difficulties in analyzing the proposed phenomena and processes;

9-10 – the student demonstrates the ability to apply theoretical knowledge to solve a heuristic task, when answering the applicant demonstrated an understanding of the main provisions of the material, but the task was not completed in full;

11-12 – the student demonstrates the ability to apply theoretical knowledge to solve a heuristic task, consciously applies the correct methodical approach to solving the task, but admits inaccuracies and/or draws incorrect conclusions based on the obtained results of solving the task;

13-14 – the student shows clear mastery of the conceptual apparatus, methods, techniques and tools of international management; when performing a heuristic task, the acquirer provides the correct solution to the proposed situation, draws appropriate conclusions, but minor errors and/or inaccuracies are assumed in the decision process or conclusions;

15 - the student shows a clear command of the conceptual apparatus, methods, techniques and tools of international management; gives the correct decision regarding the proposed situation, makes complete, logical and well-founded conclusions; formulates own recommendations for solving a problem situation, when completing a task, the applicant uses a creative approach.

RECOMMENDED LITERATURE

Main

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3. Management theory: study guide / I.A. Gruzina, I.O. Kinas, I.M. Break [etc.]; - Kharkiv: S. Kuznets KhNUE, 2021. - 137 p. Access mode: <http://repository.hneu.edu.ua/handle/123456789/27798>
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11. Parkhomenko N. O. The influence of trends in the development of the global environment on the activity of business systems / N. O. Parkhomenko // Bulletin of KhNU named after V.N. Karazin. Series "International relations. Economy. Local studies. Tourism". – Kharkiv, 2020. – Issue 12. – P. 59-68. Access mode: <http://repository.hneu.edu.ua/handle/123456789/26023>

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14. The site of S. Kuznets KhNUE Discipline "International management" // [Electronic resource]. - Access mode: <https://pns.hneu.edu.ua/course/view.php?id=9082>