

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 ОПЕРАЦІЙНИЙ МЕНЕДЖМЕНТ ТА ЛОГІСТИКА
робоча програма навчальної дисципліни (РПНД)

Галузь знань
Спеціальність
Освітній рівень
Освітня програма

29 «Міжнародні відносини»
292 «Міжнародні економічні відносини»
перший (бакалаврський) рівень
Міжнародний бізнес

Статус дисципліни

вибіркова

Мова викладання, навчання та оцінювання

англійська

Розробник:
к.е.н., доцент

Ганна ІВАЩЕНКО

Завідувач кафедри
міжнародних економічних
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Ірина ОТЕНКО

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Наталія ПАРХОМЕНКО

Харків
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INTRODUCTION

With the development and deepening of interrelationships and interdependencies between countries, the strengthening of the international nature of economic activity, modern trends in international operational management are largely connected.

All this leads to the necessary acquisition of knowledge by specialists in the field of international economic relations regarding the main modern trends in international operational management and logistics.

Studying the discipline gives the student the opportunity to gain experience in managing the operational activities of international companies and in relation to logistics activities.

The educational discipline "International operational management and logistics" belongs to the selective educational components of the cycle of professional training, which is studied by students who receive the educational degree "Bachelor", studying in the specialty 292 "International economic relations", OP "International business".

Independent work is an integral part of the process of effective assimilation of the discipline, aimed at the formation of theoretical knowledge and practical skills in managing the operational activities of an international company and international logistics.

The purpose of the academic discipline is to provide knowledge on the management of the operational activities of an international company and international logistics.

The main tasks of the academic discipline are as follows:

obtaining knowledge about the laws and features of the organization of the international operational management and logistics system;

mastering the skills of managing the operational activities of an international company and its logistics;

understanding the mechanisms of improving the system of international operational management and logistics in the process of globalization of the world economy.

The object of study of the discipline is the operational and logistics activities of an international company.

The subject of the academic discipline is the principles, methods and elements of the system of international operational management and company logistics in the context of the development of the world economy.

Independent work should be organized in such a way that applicants have the opportunity to deeply learn the main provisions of the academic discipline, to form the ability to master the peculiarities of managing the operational activities of an international company and international logistics. Such work should show the

applicant's ability to independently work with economic literature, apply the acquired theoretical knowledge in the performance of practical tasks, make generalizations and conclusions, provide proposals for improving the management of the operational activities of an international company and international logistics.

The results of training and competence formed by the educational discipline are defined in the table. 1.

Table 1

Learning outcomes and competences formed by the educational discipline

Competences	Learning outcomes
SC5	LO3
SC6	
SC 11	
GC 8	LO7
GC 12	
SC 16	
GC 8	LO12
SC 11	
SC 15	
GC 12	LO18
SC 11	
SC 11	LO23
GC2	LO24
GC 8	
GC 12	
SC5	
SC 11	
SC19	LO26
SC20	
SC 12	LO27

where: GC2. The ability to preserve and multiply moral, cultural, scientific values and achievements of society based on understanding the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology and technologies, to use various types and forms of motor activity for active recreation and leading a healthy lifestyle.

GC 8. Ability to abstract thinking, analysis and synthesis.

GC 12. Knowledge and understanding of the subject area and understanding of professional activity.

SC5. The ability to carry out a comprehensive analysis and monitoring of global market conditions, to assess changes in the international environment and to be able to adapt to them.

SC6. Ability to analyze international markets of goods and services, instruments and principles of regulation of international trade.

SC 11. The ability to conduct research of economic phenomena and processes in the international sphere, taking into account cause-and-effect and spatio-temporal relationships.

SC 12. Ability to use regulatory documents and reference materials when performing professional activities in the field of international economic relations.

SC 15. Ability to apply the methods, rules and principles of functioning of international economic relations for the development of Ukraine's foreign economic activity.

SC 16. The ability to constantly increase the theoretical level of knowledge, generate and effectively use it in practical activities.

SC19. The ability to analyze basic micro- and macroeconomic models, modern macroeconomic approaches to the analysis of the economy, the principles of the behavior of economic entities in the global environment

SC20. The ability to make and substantiate management decisions regarding the creation and operation of entrepreneurial structures, promoting the internationalization of business in the sector of small and medium-sized enterprises.

LO3. Use modern information and communication technologies, general and special purpose software packages.

LO7. Apply the acquired theoretical knowledge to solve practical problems and meaningfully interpret the obtained results.

LO12. To carry out a comprehensive analysis of complex economic systems, to compare and compare their components, to evaluate and argue for evaluations of the effectiveness of their functioning.

LO18. Investigate economic phenomena and issues in the international sphere based on an understanding of categories and laws; highlighting and summarizing trends, patterns of functioning and development of the world economy, taking into account cause-and-effect and space-time relationships.

LO23. To be aware of the need for lifelong learning in order to maintain professional competence at a high level.

LO24. To justify the choice and apply information and analytical tools, economic and statistical methods of calculation, complex analysis techniques and methods of monitoring the state of world markets.

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

LO27. Apply the acquired knowledge to solve applied problems in the areas of planning, analysis, organization and control of international business.

COURSE CONTENT

Content module 1. Theoretical foundations of international operational management

Topic 1. The essence of international operational management and its characteristics.

The essence of the terms "production" and "operations". Concept of operational management. Efficiency and rationality in operational management.

Types of activities that can be described as operations: production, supply, transportation, service.

Organization of production according to projects.

Organization of serial production.

Organization of flow mass production.

Characteristic features of international management.

The essence and place of international operational management in the organization's management system.

Features of operational management in different countries.

Topic 2. Main components of international operational management and logistics

Components of international operational management: production management; management of scientific and technical activities and formation of technological policy; marketing management; cost management; organizational management; information management; change management; personnel management (social management); management of material and technical supply and sales of finished products, management of accounting (the process of collecting, processing and analyzing data about the organization's work). Components of international logistics.

Topic 3. Management of operational activities of an international company

The composition of the main resources as input factors of operational activity. Project production capacity. Production capacity of the enterprise. Classification of factors affecting the production capacity of the enterprise.

Operational process. Organization of operational process in space and time. Factors affecting the operational structure of the enterprise. Operating cycle. Working period. The structure of the operating cycle. Duration of the operating cycle. Life cycle and operation mode of the operating system. Stages of the life cycle of the operating system. Management of the current functioning of the operating system.

Operational management of the operational process. Organization of production dispatching. Operational performance management.

Topic 4. Management of labor resources in conducting operational activities of an international company

The personnel motivation system in different countries.

Differences in staff motivation depending on the cultural characteristics of the region.

The degree of staff involvement in management decision-making in different regions of the world. Comparison of the influence of experts' opinions on the adoption of management decisions in operational activities in Japan and Ukraine.

Topic 5. Strategy and tactics in managing the operational activities of an international company

Operational strategy. Levels of strategies and the essence of operational strategy.

Corporate strategy. Business or business strategy. Functional level of strategy.

Strategic and tactical decisions of operational management. Product strategy. Process strategy. Location selection strategy. Placement strategy. Supply strategy.

Inventory management tactics. Quality tactics. Tactics of working out the schedule. Reliability and maintainability tactics.

Content module 2. Basic aspects of international logistics

Topic 6. Main scientific categories of international logistics

The emergence and development of logistics as a result of deepening the inter-sectoral division of labor in the world economy.

Logistics as a source of international competitive advantage.

Regional structure of the world market of logistics services.

Concepts and differences of international logistics. International transportation. International stocks. International packaging. International storage.

Classification of financial flows. Financial logistics as part of international logistics. Causes, stages and methods of solving financial problems in international supply chains.

Functions of logistics in international humanitarian aid operations. Transport and logistics support of international peacekeeping operations.

Types of contracts and forms of calculations in international logistics. Legal conflicts in international logistics. Contracts of supply and sale: joint and distinct.

Topic 7. Customs aspect of international logistics

Object-subject field and complex structure of customs logistics.

Component structure of customs logistics. Regional structure of customs logistics. Functional structure of customs logistics.

Customs clearance. Customs control. Customs regime.

Topic 8. The world market of logistics services: regional and corporate features

Scientific categories of geospatial (territorial) organization of logistics systems. Territorial organization of the macro-level logistics system. Territorial organization of meso- and macro-level logistics systems. Territorial organization of mega-level logistics systems.

Geoinformation systems in international logistics and their classification. Satellite navigation systems (positioning). Systems of automated determination of the location of vehicles.

Topic 9. Development directions of logistics in Europe

Transport and logistics strategy of the European Union. Regional structure of Eurologistics. Integration of Ukraine into the global and European transport and logistics systems. Transnational axes of Eurologistics. Pan-European transport zones.

Logistics on the international markets of metallurgical, chemical products and building materials: the experience of the company "Stinnes Logistics AG" (Germany). Development of logistics business in France (on the example of the company Geodis Group).

European experience of agro-industrial logistics: the example of Holland. Logistics strategies in the global cellular market: the experience of Nokia (Finland).

Analysis of the current state of logistics at Polish enterprises.

Ukrainian-Polish cooperation in the development of international transport corridors and Euro logistics projects. Agrologistics: experience of the Czech Republic. Development of logistics centers in the Republic of Lithuania.

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. Practical session. Task 1.	A practical lesson on the peculiarities of operational management in different countries.
Topic 2. Laboratory session. Task 2	It is necessary to analyze the peculiarities of operational management in different countries.
Topic 3. Practical session. Task 3.	The main components of international operational management and logistics.
Topic 4. Laboratory	It is necessary to rank the main components of international

session. Task 4.	operational management and logistics.
Topic 5. Practical session. Task 5.	Management of operational activities of an international company.
Topic 6. Laboratory session. Task 6.	It is necessary to analyze the life cycle and mode of operation of the operating system of an international company.
Topic 7. Practical session. Task 7.	Management of labor resources in conducting the operational activities of an international company.
Topic 8. Laboratory session. Task 8.	It is necessary to analyze the differences in the motivation of the personnel depending on the cultural characteristics of the region.
Topic 9. Practical session. Task 9.	Strategy and tactics in the management of operational activities of an international company.

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

Table 3

List of self-studies

Name of the topic and/or task	Content
<p>Topic 1. The essence of international operational management and its characteristics.</p> <p>Topic 2. Main components of international operational management and logistics.</p> <p>Topic 3. Management of operational activities of an international company</p> <p>Topic 4. Management of labor resources in conducting operational activities of an international company</p> <p>Topic 5. Strategy and tactics in managing the operational activities of an international company</p> <p>Topic 6. Main scientific categories of international logistics</p> <p>Topic 7. Customs aspect of international logistics</p> <p>Topic 8. The world market of logistics services: regional and corporate features</p> <p>Topic 9. Development directions of logistics in Europe</p>	<p>Study of lecture material on international operational management and logistics, regulatory documents and reference materials</p>

<p>Topic 1. The essence of international operational management and its characteristics.</p> <p>Topic 2. Main components of international operational management and logistics.</p> <p>Topic 3. Management of operational activities of an international company</p> <p>Topic 4. Management of labor resources in conducting operational activities of an international company</p> <p>Topic 5. Strategy and tactics in managing the operational activities of an international company</p> <p>Topic 6. Main scientific categories of international logistics</p> <p>Topic 7. Customs aspect of international logistics</p> <p>Topic 8. The world market of logistics services: regional and corporate features</p> <p>Topic 9. Development directions of logistics in Europe</p>	<p>Preparation for practical classes</p>
<p>Topic 5. Strategy and tactics in managing the operational activities of an international company</p> <p>Topic 6. Main scientific categories of international logistics</p> <p>Topic 7. Customs aspect of international logistics</p> <p>Topic 8. The world market of logistics services: regional and corporate features</p> <p>Topic 9. Development directions of logistics in Europe</p>	<p>Essay writing, survey preparation</p>
<p>Topic 1. The essence of international operational management and its characteristics.</p> <p>Topic 2. Main components of international operational management and logistics.</p> <p>Topic 3. Management of operational activities of an international company</p> <p>Topic 4. Management of labor resources in conducting operational activities of an international company</p> <p>Topic 5. Strategy and tactics in</p>	<p>Preparation for the exam</p>

managing the operational activities of an international company Topic 6. Main scientific categories of international logistics Topic 7. Customs aspect of international logistics Topic 8. The world market of logistics services: regional and corporate features Topic 9. Development directions of logistics in Europe	
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The number of hours of lectures, practical (seminar) and/or laboratory classes and hours of independent work are given in the work plan (technological map) for the academic discipline.

TEACHING METHODS

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

Verbal (lecture (Topics 1 – 3, 5, 6, 8), mini-lectures (Topics 4, 7), problem lectures (Topics 6, 8)).

In person (demonstration (Topics 1 - 8)).

Practical (practical work (Topics 1, 3, 5), laboratory work (Topics 2, 4, 6, 7, 8), seminars (Topics 1, 6, 8), seminars-discussions (Topic 2)).

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: active work in pairs (12 points), survey (8 points), current control works (10 points), homework (7 points), creative task (6 points), essay writing (10 points), colloquium (7 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

An example of an examination card

Semyon Kuznets Kharkiv National University of Economics

First (bachelor) level of higher education

Specialty 292 "International Economic Relations"

Educational and professional program "International Business".

Educational discipline "International operational management and logistics"

Examination card № 1

Task 1 (15 points)

In the table 1 shows the composition and structure of the main means of production, where only those groups that are available at the investigated enterprise are included.

Table 1.1

The composition and structure of the main means of production

Indicator	Previous year		Reporting year	
	Amount, thousand UAH.	Specific weight, %	Amount, thousand UAH	Specific weight, %
Total fixed assets	20447,6	100	21541	100
including:	1448,1	7,08	1448	6,72
ground section	11715,4	57,29	11716	54,4
houses, structures and transmission devices	5905,8	28,88	6504	30,19
Machinery and equipment	745,7	3,66	1024	4,75
vehicles	11,8	0,06	12	0,06
tools, devices, inventory	618	3,02	834	3,87
other fixed assets	2,8	0,01	3	0,01

The growth of both the volume and the specific weight of machines and equipment, vehicles at the end of the reporting year compared to the end of the previous year indicates an absolute and relative increase in the actual active part of fixed assets, which means an improvement in the structure of fixed assets.

Suggest recommendations for improving the fixed asset structure.

Task 2. (10 points)

Macro-logistics function: development, placement and organization of warehouse management. The following are the links of the logistics system: wholesale trade enterprise; brokerage firm; bank.

Make up:

list of logistics operations;

a list of information and financial flows;

logistic chains;

schemes of interaction of logistics links according to information and financial flows.

Task 3. (15 points)

Make a general scheme for the promotion of product, information and financial flows during non-cash payments. The links of the logistics system are the seller's company, the buyer's company, the seller's bank branch, and the buyer's bank branch.

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 importance for solving the task. Therefore, individual tasks and stages of their solution are evaluated separately from each other as follows:

Task 1 (15 points)

7 – analyze the composition and structure of the main means of production;

8 – develop a set of recommendations for improving the structure of fixed assets.

Task 2 (10 points)

5 – make a list of logistics operations;

5 – to build logistics chains.

Task 3 (15 points)

7 - draw up a general scheme for the promotion of commodity, information and financial flows;

8 – highlight the main links of the logistics system.

Approved at the meeting of the "International Economic Relations" department
Protocol No. 1 dated August 28, 2023

Head of the department

Iryna Otenko

Examiner

Hanna IVASHENKO

RECOMMENDED LITERATURE

Main

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Information resources

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