

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

**ЗАТВЕРДЖЕНО**

на засіданні кафедри  
економіки підприємства  
та організації бізнесу  
Протокол № 1 від 02.09.2024 р.

**ПОГОДЖЕНО**

Проректор з навчально-методичної роботи



Каріна ІНДМАШКАЛО

**УПРАВЛІННЯ КОМЕРЦІАЛІЗАЦІЄЮ МІЖНАРОДНИХ ПРОЕКТІВ  
(UNIT ЕКОНОМІКА)**

**робоча програма навчальної дисципліни (РПНД)**

Галузь знань  
Спеціальність  
Освітній рівень  
Освітня програма

**05 "Соціальні та поведінкові науки "**  
**051 "Економіка"**  
**другий (магістерський)**  
**"Міжнародна економіка"**

Статус дисципліни  
Мова викладання, навчання та оцінювання

**вибіркова**  
**англійська**

Розробник:  
к.е.н., доцент

Карина ТИМОШЕНКО

Завідувач кафедри  
Економіка підприємства та  
організації бізнесу

Тетяна ВЛАСЕНКО

Гарант програми

Людмила ПІДДУБНА

**Харків  
2025**

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

**APPROVED**

Enterprise economics and  
business organization department  
Protocol № 1 of 02.09.2024

**AGREED**

Vice-rector for educational and methodical work

Karina NEMASHKALO




**MANAGEMENT OF COMMERCIALIZATION OF  
INTERNATIONAL PROJECTS (UNIT ECONOMICS)**

**Program of the course**


Field of knowledge	<b>05 "Social and behavioral sciences"</b>
Specialty	<b>051 "Economics"</b>
Study cycle	<b>Second (master's)</b>
Study programme	<b>International Economy</b>

Course status	<b>lective</b>
Language	<b>English</b>


Developers:  
PhD (Economics),  
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Lyudmila PIDUBNA

**Kharkiv  
2025**

## INTRODUCTION

The program of studying the course “Management of commercialization of international projects (UNIT Economics)” is compiled according to the study program of preparation for a master's. The course “Management of commercialization of international projects (UNIT Economics)” belongs to the cycle of elective educational units of master's training.

In the learning process, students acquire the necessary knowledge during lectures, and perform tasks related to the practical application of the acquired knowledge. Studying the theoretical provisions of the course “Management of commercialization of international projects (UNIT Economics)” requires their consolidation with the help of practical classes.

The purpose of the course “Management of commercialization of international projects (UNIT Economics)” is to provide students with knowledge of managing the commercialization of IT projects on the international market, calculating the UNIT of economics and building an economic model for the development of an IT project. The objective of the course is to purposefully develop in future specialists the knowledge and professional competencies necessary for managing the commercialization of international projects and building a UNIT economy. Mastering this course forms the necessary theoretical and methodological basis for the formation of competencies in scaling business in foreign markets.

The object of the course is methodological approaches to managing international projects and their economic models.

The subject of the course is the economic environment of the national and international economy and the scaling of the activities of business entities in foreign markets.

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
LO2	GC1, GC6
LO6	GC6, SC1
LO7	GC2, GC8, SC1
LO8	SC4, SC5, SC6
LO9	GC8, SC3, SC8, SC9
LO10	GC6, SC4
LO11	SC8, SC9
LO13	SC9

GC1. The ability to generate new ideas (creativity).

GC2. Ability for abstract thinking, analysis and synthesis

GC5. Ability to work in a team.

GC6. Ability to develop and manage projects.

GC8. Ability to conduct research at an appropriate level.

- SC1. Ability to apply scientific analytical methodological tools to substantiate the development strategy of economic entities and related management decisions.
- SC3. Ability to collect, analyze and process statistical data, scientific and analytical materials necessary for solving complex economic problems, and draw substantiated conclusions based on them.
- SC4. Ability to use modern information technologies, methods and techniques for studying economic and social processes adequate to the established needs of the study.
- SC5. Ability to identify key trends in socio-economic and human development.
- SC6. Ability to formulate professional tasks in economics and solve them by choosing appropriate directions and methods for their solution, taking into account available resources.
- SC7. Ability to justify management decisions regarding the effective development of business entities.
- SC8. Ability to assess possible risks and socio-economic consequences of management decisions.
- SC9. Ability to apply a scientific approach to the formation and implementation of effective projects in the socio-economic sphere.
- LO2. Develop, justify and make effective decisions on issues of development of socio-economic systems and management of economic activities.
- LO6. Evaluate the results of one's work, demonstrate leadership skills, and the ability to manage personnel and work in a team.
- LO7. Choose effective methods of managing economic activity, substantiate the proposed solutions based on relevant data and scientific and applied research.
- LO8. Collect, process and analyze statistical data and scientific analytical materials necessary for solving complex economic tasks.
- LO9. Make effective decisions under uncertain conditions and requirements that require the use of new approaches, methods, and tools of socio-economic research.
- LO10. Apply modern information technologies and specialized software in socio-economic research and the management of socio-economic systems.
- LO11. Identify and critically assess the state and trends of socio-economic development, form and analyze models of economic systems and processes.
- LO13. Assess possible risks and socio-economic consequences of management decisions.

## **COURSE CONTENT**

### **Content module 1: Main tools of UNIT product economics in international projects.**

#### **Topic 1: Models of product commercialization on the global market.**

##### **1.1. The Content and Essence of Product Commercialization Processes in International Projects**

Study the key stages of product commercialization in global markets, including market research, adaptation, pricing, distribution, and regulatory compliance. Focus on how companies transition from product development to international market entry.

##### **1.2. Examples of Product Commercialization Models at Different Stages of Their Life Cycle.**

Examine different commercialization models used at each stage of a product's life cycle, such as direct sales, licensing, franchising, and market expansion strategies. Understand how companies adapt their approach as a product moves from introduction to decline.

### **1.3. The Structure of the World Market and the Features of Product Commercialization in Different Countries.**

Analyze how the global market is structured and how commercialization strategies vary across developed, emerging, and frontier markets. Study the impact of regulations, cultural differences, and economic conditions on international product launches.

### **Topic 2. Product business model. Commercialization strategy on national and global markets.**

#### **2.1. General Characteristics of Business Models. Types of Product Business Models.**

Study the key components of business models, including value creation, revenue generation, and cost structure. Explore different product business models such as direct sales, subscription-based, freemium, licensing, and platform-based models.

#### **2.2. Description of Commercialization Strategies.**

Analyze various commercialization strategies, including market penetration, market development, product adaptation, and diversification. Learn how companies select a strategy based on market type, product life cycle stage, company size, competition, and customer demand.

#### **2.3. Product Commercialization Cube.**

Understand the Product Commercialization Cube as a framework that integrates market scope, business model, and commercialization strategy. Study how companies use this tool to align product development, marketing, and distribution with market opportunities.

### **Topic 3. UNIT product economics. Economic mechanism of product commercialization in the market. Product scaling in international markets.**

#### **3.1. General Idea of the UNIT Product Economics Model.**

Study the UNIT economics model, which focuses on measuring the profitability of a product at the unit level. Understand how businesses analyze costs, revenue, and profitability per product unit to ensure sustainable growth and financial viability.

#### **3.2. Main Metrics of UNIT Economics. Building a UNIT Product Economics Model and Determining Key Performance Metrics.**

Explore key UNIT economics metrics such as Customer Acquisition Cost (CAC), Lifetime Value (LTV), Contribution Margin, and Payback Period. Learn how to construct a UNIT economics model to evaluate product profitability and make data-driven business decisions.

#### **3.3. Approaches to Product Scaling in International Markets.**

Examine different strategies for scaling a product globally, including partnerships, franchising, direct investment, and digital expansion. Study factors influencing international scaling, such as market demand, localization, regulatory challenges, and operational capabilities.

## **Content module 2: Commercialization of products in international projects.**

### **Topic 4. Financial cycle of a product in international markets.**

#### **4.1. Financial Instruments for Managing the Commercialization of Products in International Markets.**

Study key financial tools used in product commercialization, including cash flow analysis, EBITDA, and P&L statements. Understand how these metrics help businesses assess profitability, manage operational costs, and optimize financial performance in global markets.

#### **4.2. Financial Cycle of a Product and Its Components.**

Analyze the different stages of a product's financial cycle, from investment in development to revenue generation and profitability. Learn about key components such as cost structure, pricing strategies, revenue streams, and reinvestment for scaling in international markets.

### **Topic 5. Marketing tools for commercializing products in international markets.**

#### **5.1. Marketing in National and International Markets. Components of the International Marketing Complex.**

Study the differences between national and international marketing, including cultural, economic, and regulatory factors. Explore the 4Ps of marketing (Product, Price, Place, Promotion) and how they are adapted for global markets.

#### **5.2. Key Metrics for the Effectiveness of Marketing Activities in International Markets.**

Analyze key performance indicators (KPIs) such as Return on Marketing Investment (ROMI), Customer Acquisition Cost (CAC), Conversion Rate, Market Share, and Brand Awareness to assess the success of international marketing efforts.

#### **5.3. Use of Marketing Tools in Commercializing Products in International Markets.**

Examine digital and traditional marketing tools, including SEO, content marketing, social media, influencer marketing, localization strategies, and paid advertising, to enhance product visibility and market penetration in different countries.

### **Topic 6. Product commercialization management system on the international market.**

#### **6.1. Metrics and Key Indicators.**

Study essential performance metrics for product commercialization in international markets, such as market share, revenue growth, return on investment (ROI), customer lifetime value (LTV), and churn rate. Understand how these indicators help assess a product's success and market performance.

#### **6.2. Building the Components of the Product Commercialization Management System on International Markets.**

Explore the structure of a product commercialization management system, including market entry strategy, pricing, distribution channels, branding, and legal

compliance. Learn how businesses integrate these components to optimize international market expansion.

### **6.3. Analysis of Business Processes and Selection of Key Indicators and Metrics of Product Commercialization on the Market.**

Examine how companies analyze business processes such as supply chain management, customer acquisition, and sales performance to refine their commercialization strategy. Study the selection and application of key metrics to measure efficiency and profitability in global markets.

## **Topic 7. Choosing a strategy for commercializing products in international markets.**

### **7.1. Analysis and Assessment of the Product Commercialization Environment.**

Study the key factors influencing product commercialization, including legal regulations, cultural differences, technological trends, and consumer behavior. Learn how businesses assess risks and opportunities before entering international markets.

### **7.2. Assessment of Market Volumes, Market Competition, Economic Attractiveness, etc.**

Explore methods for evaluating market size, growth potential, competitive landscape, and economic conditions. Understand tools like PESTLE analysis, Porter's Five Forces, and SWOT analysis to determine the feasibility of commercialization.

### **7.3. Choosing a Strategy for Commercializing Products in the International Market.**

Analyze different commercialization strategies, such as direct exporting, licensing, franchising, joint ventures, and foreign direct investment (FDI). Learn how companies select the best approach based on market conditions, company capabilities, and long-term goals.

## **Topic 8: Infrastructure for the development of international projects. From idea to market leadership.**

### **8.1. The World Market and Its Infrastructure.**

Study the structure of the global market, including trade regulations, financial systems, logistics networks, and digital platforms that support international business operations. Understand how these elements influence the commercialization of products worldwide.

### **8.2. Elements of the Infrastructure of the World Market**

Explore key components such as transportation systems, payment gateways, e-commerce platforms, legal frameworks, and innovation hubs that facilitate international trade and market entry. Learn how companies leverage these elements to expand globally.

### **8.3. Examples of Commercialization of Successful International Projects**

Analyze case studies of globally successful companies, such as Apple, Tesla, Amazon, and Alibaba, focusing on their commercialization strategies. Study how they navigated challenges like market competition, localization, and supply chain management to achieve international market leadership.

The list of practical (seminar) studies in the course is given in Table 2.

Table 2

### **The list of practical (seminar) y studies**

Name of the topic and/or task	Content
Topic 1 Task 1	Group work: “Exploring Models of Product Commercialization on the Global Market”
Topic 2 Task 2	Individual Task: “Product Business Model and Commercialization Strategy for National and Global Markets: Maximizing Market Potential and International Success”.
Topic 3 Task 3	Business game “Exploring Commercialization Strategies and Intellectual Property Practices”.
Topic 3 Task 4	Strategies for Commercialization and Effective Intellectual Property Management.
Topic 4 Task 5	Navigating Global Markets: Product Economics and Commercialization Strategies
Topic 5 Task 6	Selection of a marketing complex for product launch into the international market
Topic 6 Task 7	Development of a product commercialization management system in the international market
Topic 7 Task 8	Seminar class: “Selection of product commercialization strategy in international markets”
Topic 8 Task 9	Utilizing infrastructure for scaling projects in international markets.

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 1-8	Search, selection and review of literature on a given topic
Topic 1-8	Preparation for the Express test
Topic 1-8	Preparation for practical classes
Topic 1-8	Performing an individual task (presentation)
Topic 1-8	Preparing for the final test

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-discussion (Topic 1–8), small group work (Topic 1, Topic 8).  
Visual (demonstration (Topic 1–8)).



Practical (practical work (Topic 1–8). Case studies (Topic 4, 6). Practical calculation tasks (Topics 5, 7)

## 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 lecture, practical, and seminar classes and aims to check the level of preparedness of a students to perform specific work and is assessed by the sum of the points scored: for disciplines with a semester examination form: maximum amount – 60 points; minimum amount that allows a student to take an exam – 35 points

**The final control** includes semester control and certification of students.

**Semester control** is conducted in the form of a semester exam. The semester exam is taken during the examination session.

The maximum amount of points that a student can receive during the exam is 40 points. The minimum amount at which the exam is considered passed is 25 points.

**The final grade in the course** is determined by summing up the points for the current and final control.

The following control measures are used during the teaching of the course:

Current control: Online testing (15 points), tests (30 points), task completion (15 points).

Semester control: Exam (40 points)

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

### Example of an examination card

Simon Kuznets Kharkiv National University of Economics

Second (Master's) level of higher education

Specialty 051 "Economics"

Educational program "International Economics". Semester I

The course "MANAGEMENT OF COMMERCIALIZATION OF INTERNATIONAL PROJECTS  
(UNIT Economics)".

#### EXAM CARD No. 1

#### Task 1 (theoretical) – 5 points.

The Chinese social network TIK TOK is entering a new phase of its development and is actively scaling its activities to other markets. Describe the commercialization tools that have been used or should be used for the successful commercialization of this project.

#### Task 2 (diagnostic) – 15 points.

A Ukrainian company specializing in the production of AJAX security systems, which has a full production cycle and its own brand, plans to scale its business in foreign markets.

Describe the business model and commercialization tools of this international project. Choose a commercialization strategy for this project using the example of a specific market (country market).

**Task 3 (heuristic) – 20 points.**

A Ukrainian marketplace for the sale of a wide range of goods plans to enter international markets.

Indicate the UNIT economy metrics that need to be considered when commercializing a project in the international market.

Approved at the meeting of Enterprise economics and Business organization Department  
Protocol No. \_\_\_\_\_ from « \_\_\_\_ » \_\_\_\_\_ 20\_\_\_\_ p.

Examiner  
Head of Department

PhD, Associate Professor Karyna TYMOSHENKO  
Doctor of Economics, Professor Tetyana VLASENKO

**Assessment criteria**

**The final exam score** consists of the sum of the scores for completing all tasks, rounded to an integer according to the rules of mathematics. The algorithm for solving each task includes separate stages that differ in complexity, laboriousness, and importance for solving the task. Therefore, individual tasks and stages of their solution are evaluated separately from each other as follows:

**Task 1 (theoretical). (5 points)**

0-5 points. Completeness of coverage of the content of the question, and logic of constructing the answer.

**Task 2 (diagnostic). (15 points)**

0-5 points. For analyzing the business model and determining its type.

0-10 points. For determining a wide list of commercialization tools and selecting an appropriate strategy.

**Task 3 (heuristic). (20 points)**

0-20 points. Completeness of the indication and proper substantiation of the UNIT economy metrics for the given situation.

**RECOMMENDED LITERATURE****Main**

1. Paul Orlando Growth Units: Learn to Calculate Customer Acquisition Cost, Lifetime Value, and Why Businesses Behave the Way They Do - 2020, 110 p.
2. Rizwan Virk. Startup Myths and Models: What You Won't Learn in Business School 2020
3. Eli Schragenheim Throughput Economics: Making Good Management Decisions, 2019 - 228 p.
4. The ultimate guide to financial modeling for startups. [Electronic resource]. – Access mode: [https://www.ey.com/en\\_nl/finance-navigator/the-ultimate-guide-to-financial-modeling-for-startups](https://www.ey.com/en_nl/finance-navigator/the-ultimate-guide-to-financial-modeling-for-startups)

5. Vnukova N. Design thinking as a start-up business planning strategy / N. Vnukova, O. Makovoz, Y. Vakareva et al. // Współczesne Problemy Zarządzania. – 2021. – Vol. 9. – № 2 (19). – P. 137-146. [Electronic resource]. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/27545>

6. Khvostenko V. S. Financial and commercial aspect of the technology transfer process / V. S. Khvostenko, M. A. Kipa, I. I. Aleksieienko // Financial and credit activity: problems of theory and practice. – 2019. – № 1 (28), Vol. 1. – P. 430-440. [Electronic resource]. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/23406>

### **Additional**

7. Creating Realistic Financial Projections for Your Startup. [Electronic resource]. – Access mode : <https://www.lightercapital.com/blog/financial-projections-for-startups>

8. Suzy Strutner Financial Management Explained: Scope, Objectives & Importance. [Electronic resource]. – Access mode : <https://www.netsuite.com/portal/resource/articles/financial-management/financial-management.shtml>

9. Unit economy: what it is and how to calculate it. [Electronic resource]. – Access mode : <https://profit.store/blog/expert/unit-economics>

10. Butenko D. Scientific and methodological principles of organizational capital management and its assessment / D. Butenko, K. Zaslavska, Y. Sheianova // Економіка розвитку. – № 3 (Т. 22). – С. 52-61. [Electronic resource]. – Access mode : <http://repository.hneu.edu.ua/handle/123456789/33123>

### **Information resources**

11. Kickstarter: website. [Electronic resource]. – Access mode : <https://kickstarter.com>

12. Ukrainian Startup Fund [Electronic resource]. – Access mode : <https://usf.com.ua>.

13. Unit Economics Calculators [Electronic resource]. – Access mode : <https://payproglobal.com/saas-metrics-calculator-categories/unit-economics/>

14. Tymoshenko K. V. Management of commercialization of international projects (UNIT Economics) // S. Kuznets KhNUE PTS website [Electronic resource]. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=10815>