

Міністерство освіти і науки України
Тернопільський національний технічний
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Кафедра менеджменту
інноваційної діяльності
та підприємництва



GUIDELINES

*for coursework implementation
from the discipline*

«Problems of theory and practice of management»

(for the foreign students of speciality
073 “Management”)

**Ternopil,
2018**

Методичні вказівки для виконання курсового проекту з предмету «Проблеми теорії і практики менеджменту» для іноземних студентів спеціальності 073 «Менеджмент». – Тернопіль: ТНТУ імені Івана Пулюя, 2018. – 21 с.

Укладачі: канд. екон. наук, ст.викладач – Федішин І.Б.

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Відповідальний за випуск: Федішин І.Б.

Розглянуто й затверджено на засіданні кафедри менеджменту інноваційної діяльності та підприємництва. Протокол № 8 від 6 січня 2018 р.

Схвалено й рекомендовано до друку методичною комісією факультету управління та бізнесу у виробництві. Протокол № 6 від 21 березня 2018 р.

Наведено методичні вказівки щодо виконання курсового проекту. Призначено для студентів спеціальності 073 «Менеджмент» денної та заочної форм навчання з метою закріплення, поглиблення і узагальнення знань, одержаних студентами за час навчання та їх застосування до комплексного вирішення конкретного фахового завдання із дисципліни «Проблеми теорії і практики менеджменту».

Content

Introduction

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Introduction

Businesses are increasingly faced with crises. A crisis may have a different course, derive from other reasons, or have a different impact scale. It is often associated with disruptions with the functioning of an organization and may result in adverse consequences. It can also threaten the existence of the organization as well as prevent the attainment of its objectives.

In order to prevent, anticipate, and respond to crises quickly once they occur, anti-crisis management is necessary. However, if it is impossible to prevent a crisis, then it is necessary to apply appropriate measures in order to minimize its negative effects.

Research work is an important component of highly skilled specialists training in higher education institutions. It includes two elements: 1) the mastering of the methodology for the organization of research work, 2) work on scientific research under the guidance of teachers and professors. Scientific work is carried out within the educational process and outside the educational process through participation in the work of the student scientific society. An important area of research work in the educational process is the writing and defending of courseworks and master thesis.

Coursework is an independent study carried out during an academic course, semester by students of higher technical schools and technicums under the supervision of their professors and instructors. It consists of a graphic part (drawings) and an explanatory summary. A coursework may be a technical-economic analytical comparison of different engineering or technical solutions, a plan for a structure, or calculations for designs of structures, machinery, or equipment (including planning and regulation of production). The courseworks are assigned on an individual basis. In most educational institutions students complete four or five course projects during their term of study.

Course projects help to reinforce the students' theoretical knowledge and develop their ability to apply this knowledge to the solution of practical problems. It prepares them for their diploma project and for independent work in their chosen field and promotes the development of their creative abilities.

Thus the coursework is an independent, student-study research. In the process of writing work under the guidance of faculty, students learn techniques and acquire the ability to conduct scientific research. Writing a coursework should help shape the student's

creative thinking, test the skills of collecting, analyzing and interpreting literature sources, the ability to formulate conclusions and suggestions.

Successful conducting of scientific research and writing a coursework depends on the strict observance of the basic requirements imposed on them. These requirements relate primarily to the scientific level of work, its content, structure, forms of presentation of the material, as well as their design.

The topics of the coursework are offered to students in accordance with the scientific topics of the department, taking into account the scientific interests of students.

When assessing coursework, the commission takes into account the requirements of the work design, the quality of the scientific research itself, its scientific novelty, the ability to defend formulated positions and conclusions.

The courseworks with a violation of state standards and established requirements may be non-admissioned. Inconsistency in the design of the coursework can significantly affect the final assessment of the work. Student's compliance with all requirements for the coursework design contributes to the education of his proper style of work, educates certain skills in conducting scientific research that will be useful for further education.

Working program on discipline "Problems of theory and practice management" is divided in two modules: classes in the amount of 42 hours, individual work of the student and independent work of students in the volume of 68 hours. During these classes, students perform individual tasks, solving the most typical tasks in the theory and practice of management activities.

The training edition is an additional one for practical work with the discipline "Problems of theory and practice of management", its purpose is to facilitate mastery of terminology, logic, and basic tools of management science, to acquire skills in solving various tasks of management activity of enterprises.

Methodical guidelines are intended for conducting coursework, publishing homework assignments, independent work of students, for self-monitoring of students' knowledge level. The proposed system of tasks will make it possible to find out depth of mastering the knowledge of the discipline, quickly and impartially evaluate them.

It will be useful in preparing for the exam on the discipline of the master's level, as well as in the performance of master's work on the problems of enterprise management.

2. The essence of the discipline and the purpose of the coursework

The aim of the coursework is to systematize, consolidate, expand and use the acquired theoretical knowledge, to accept independently organizational and managerial decisions and solve certain problem situations in the activity of enterprises, regions, creation of new enterprises, innovation activity in general on the basis of acquired knowledge. In universities, students are usually required to perform coursework to broaden knowledge, enhance research skills, and demonstrate that they can discuss, reason and construct practical outcomes from learned theoretical knowledge.

Achieving the goal involves:

- specification of theoretical and practical knowledge on the topics;
- students acquire skills in research work;
- development of students' creative activity in search of optimal options for solving a problem;
- training of students in conducting technical and economic calculations;
- compilation of the technical specification and feasibility study;
- selection of the optimal solution for the problem;
- ability to develop management systems.

As a result of the completion and defending of the coursework student must know:

- theoretical aspects of the chosen theme (basic concepts, characteristics of production and management processes, known points of view on the subject being developed)
- the actual state of affairs in relation to the chosen topic at the enterprise, organization, branch, in the region;
- foreign experience in the organization of production and management, project management and the problems of individual firms in the implementation of anti-crisis methods.

As a result of the implementation and defending of the coursework students must be able to:

- use the knowledge gained from the study of fundamental and special disciplines (mathematics, micro- and macroeconomics, economic theory, statistics, economic analysis, organization of production and management)
- analyze and evaluate advanced foreign experience and apply it to the research topic;

- independently carry out calculations related to the analysis, evaluation and substantiation of specific decisions;
- to identify problem situations in enterprises, firms, and regions to evaluate their influence on the development of the enterprise;
- to propose optimally effective ways of solving organizational-managerial problems at the micro-and macro level.

The main stages of the coursework are:

1. Selection of the topic of research and approval of the scientific leader.
2. Identification and selection of literature on the subject of research (it is allowed to use both printed texts and electronic sources), but only scientific author's texts or the original source.
3. Formation of the object, purpose and tasks of the research, scientific concept of the topic, main ideas.
4. Observance of all requirements for the design of work.
4. Adjustment of the text of the course project, taking into account the wishes and recommendations of the scientific supervisor.
5. Defending of the coursework.

There are certain requirements regarding the content of the presentation of the material and the design of the coursework.

In some subjects it may be possible for assessment activities to be integrated within the class programme or field trips and to combine written, oral and practical elements. These might include:

- the identification and classification of samples
- simple experiments
- practical demonstrations
- problem-solving exercises
- analysis of data
- drafting of plans or maps.

Students would need to plan and prepare the activity in advance of the session, and to complete and write up the work.

2. Subjects of the coursework

The course work should become an integral part of the master's work of the student, therefore the choice of its topic is properly argued, must be consistent with previous studies and future plans.

The approximate subjects of the works are developed on the basis of the program of the discipline "Problems of theory and practice of management" and includes following topics:

1. Crisis management in the system of crisis administration at the enterprise.
2. Improving the efficiency of logistics at enterprises.
3. Uncertainty in economic environment and the globalization processes.
4. Approaches to introducing crisis management in the enterprise operation.
5. Conflict and ambiguity as critical variables in a model of organizational behaviour.
6. Interpersonal conflict resolution at the enterprise.
7. Supply chain risk management at the enterprise.
8. The problem of sales at the enterprise.
9. Problems of logistics automation at the enterprise.
10. Financial security of the firm and analysis of the financial condition of the company.
11. A crisis program at a specific enterprise.
12. Methods to solve specific problems at the enterprise.
13. HRM implementation at a specific enterprise.
14. Bankruptcy of the enterprise.
15. Improvement of the financial condition of the enterprise.

The subject of the coursework is chosen by the students independently, based on the developed sample list, based on their interests (interests in a certain problem, familiarity with the specific situation on the enterprise, preliminary research, participation in student's scientific conferences, etc.). The subject of the coursework is to be determined by agreement between the student and his or her tutor.

A student has the right to offer to the supervisor the own subject of the coursework within the subject "Problems of theory and practice of management". In addition, the student can expand or narrow the topic of work.

3. Structure of the coursework

The definition of the structure of the coursework and its plan involves preliminary study of a significant number of scientific works on the chosen topic: monographs, publications in scientific magazines, other periodicals, newsletters, reports of scientific research institutions, reports of scientific and practical conferences, and the like. Primarily, a preliminary plan is developed, which is specified, detailed, and supplemented in the process of further study of the theoretical and practical aspects of the chosen topic.

The master's coursework is prepared independently and coordinated with the scientific supervisor. The plan should be complex, so that the main directions of the research can be seen from it. It should cover all important aspects of the chosen research direction.

Each of the three main parts of the work should have a specific title regarding the chosen topic of the study. All work submitted should be done in a professional scientific manner. Documents should be type-written and use good technical English. Software submitted for credit should be well-written, meeting reasonable standards of programming.

In addition, parts must be divided into separate units (paragraphs), not less than three. There are three aspects to a project:

- problem definition and literature background.
- design
- implementation and experimentation

The work plan is considered to be agreed upon after the master's assignment for the course work (on a blank form of the standard form) and its approval by the scientific supervisor.

The coursework has the following structure:

Introduction

1. Theoretical part.
2. Analytical part.
3. Experimental part

Conclusions

References

Appendices

The plan page indicates the page numbers of each section and subsection. The total number of pages of the coursework is about 30-40 pages.

Introduction must include the relevance of the chosen theme, the degree of its theoretical and practical processing, the importance for solving stated practical problems in management. The goal and subject of research must be formulated, the choice of the object must be argued, and the structure of the work must be characterized. Introduction consists of 1 page.

Theoretical part analyzes theoretical developments of scientists, practitioners of the field under research, creatively assesses various theoretical approaches, points of view and gives them a substantiated estimation. The problem definition and literature background should explore and describe the problem or area of interest and provide some investigation of background work in this area. It should examine the research literature in the selected area, according to what are the important problems, to what degree are these problems understood and solved, how different solutions interrelate, and what are the important issues for the future. Original thoughts, solutions, insights are strongly encouraged. Student's approach towards further use of specific theoretical developments, recommendations in the course work is determined. Theoretical part consists of 10-12 pages, breaking it into 3 subparts.

Analytical part is based on the analysis of economic indicators, trends, decisions at a particular enterprise, industry, region. Data analysis, or data analytics, is a process of inspecting, cleansing, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names. At the same time, the level of realization of theoretical developments is revealed, the actual state of affairs in management of the enterprise is assessed. While data analysis in qualitative research can include statistical procedures, many times analysis becomes an ongoing iterative process where data is continuously collected and analyzed almost simultaneously. The main factors that influence the investigated problem are highlighted, attention is focused on failings or possible changes that may occur at the enterprise if the problem won't be solved. Analytical part consists of 10-12 pages, breaking it into 3 subparts.

Experimental (design) part provides suggestions, substantiation, development of methodology, ways and directions to solve the detected problem. Magister on the basis of the revealed shortcomings, must propose unconventional, scientifically valid and effective approaches to solve the problem, the possibility of foreign experience adapting into the

practice of the enterprises. This section provides specific technical and economic calculations to improve management system at the enterprise, displays the elements of novelty and the author's personal contribution to their development and implementation in practice. In the implementation and experimentation phase, the design, or some aspect of the design is implemented to demonstrate feasibility of the proposed solutions. This part is most important. Experimental (design) part consists of 10-12 pages, breaking it into 3 subparts.

Conclusions should contain a summary of the main results of the study, the possibility of their use in practice. Number of pages – 2-3 pages.

References are obligatory. Citing bibliographical references means: citing acknowledging within your text the document from which you have obtained information; bibliography is the list of publications you consulted; reference is the detailed description of the document from which you have obtained the information.

Honest and professional citation of references provides part of the framework for sound written research.

Appendices are unrequired. They do not enter the general scope of the coursework.

It is also possible to present a coursework in the form of a multimedia publication - a presentation with the use of multimedia elements (according to a definite variant, agreed with the teacher).

All sections are designed according to the proposed structure (Table 1).

Table 1

Typical coursework plan

From the discipline “Problems of theory and practice of management”

Title of the part, subpart	Number of pages
Intoduction	1
I. Theoretical part (title)	10-12
1.1.	
1.2.	
1.3.	
II. Analytical part (title)	10-12
2.1.	

2.2.	
2.3.	
III. Experimental (design) part (title)	10-12
3.1.	
3.2.	
3.3.	
Conclusions	2-3
References	1-2
Appendices	
Total	30-40

The list of used sources is given in alphabetical order, and is made according to the modern requirements for the bibliographic description. Appendices to the coursework are placed at the end of the work.

The graphical part can be made using the PowerPoint program in the presentation format. It must clearly show tables, graphs, diagrams, and the tendency of their change on the basis of the proposed decisions.

The coursework may contain applications and statistical reports of enterprises, calculations of indicators, reference tables, etc.

4. Selection of literature, actual material and their processing

The number of literary sources used by ukrainian and foreign authors is an indicator of the quality of the coursework and a measure of the depth of study of the research problem.

While selecting a literature, the first attention is drawn to the normative acts (laws, government bills, and, if necessary, the legislation of other countries), monographic works of domestic and foreign authors, articles in scientific collections and periodicals. The list of recommended literature is provided in Section 7.

For better convenience of using the literature, it is advisable to make a card file, where the main details of the monograph, articles and the like are given. In addition, it is recommended to write down the brief content, the main ideas, approaches, suggestions of the authors. Such card index allows to efficiently and quickly process literary sources. If a

student wants to quote material from other authors in the assignment he or she can do this directly (reproducing the actual words of the author) or by using paraphrase (describing the author's idea or ideas in your own words). Direct quotations are usually reserved for important or provocative points, for example ideas or language which need to be discussed or produced in support of an argument. Students should try to keep direct quotations as short as possible because one of the objectives of writing an assignment is to express student's own views in your own words. Short quotations should be placed in inverted commas. Long quotations, if used, should be indented from the main text and do not require inverted commas.

Magister is creatively process, systematize theoretical material, carrying out a critical analysis of the identified approaches and points of view, and, on the basis of this, makes his own way to solve the problem. Foreign experience should be assessed through the prism of the possibilities of its adaptation to the conditions of specific enterprises. Theoretical parcels and proposals must be backed up by digital information and other illustrative materials. Rewriting the text of literary sources without reference to the author or without creative processing is not allowed.

When student uses material or arguments (including quotations) from other writers' work it is important to acknowledge his or her debt and to include a reference identifying the source. If a student does not he or she may be accused of plagiarism. Plagiarism is the deliberate copying of passages wholesale (or disguised by paraphrase) from books, other students' work etc, without acknowledgement. Plagiarism is dishonest and is always penalised.

Collection and analysis of evidence requires a long period of time, since not all materials or data may be available at a stated period of time at the enterprise, industry, region (for example, data about process equipment, level of organization of production, etc.). However, the actual materials provide an opportunity to analyze in detail the state of affairs within the chosen topic of research and justify the choice of a non-standard, original innovative solution.

5. Typography of the coursework

The coursework is made according to plan prescribed in chapter 3.

The front page has a uniform form (see Appendix 1).

The work is executed on sheets of A4 format (210 x 297 mm). In print version, text is spaced in 1,5 Times New Roman font, 14th font. The indent should be the same throughout the text of the work and equal to five characters.

The text of the assignment is placed on a sheet with the following sizes of fields: on the left - not less than 20, with the right - not less than 10, from above - not less than 20, from below - not less than 20 mm.

Structural elements "Content", "Introduction", "Conclusion", "References", "Appendices" are not numbered, without underscoring.

Chapter and subchapters should have a title. Headings of subsections, paragraphs and subparagraphs should start with an indentation and print in small letters, except the first capital letter, without underscoring, without a dot at the end. If the header consists of two or more sentences, they are separated by a period.

It is not allowed to place the title of a section, subsection, or an item and sub-paragraph at the bottom of the page, if there is only one line of text after it.

All workspaces, including applications, must have a sequential numbering within the entire work and denoted by Arabic numerals without a point at the end in the lower right corner.

The sections must have an ordinal numbering within the exposition of the main part of the work and denoted by Arabic numerals without a point, for example, 1, 2, 3, etc. The divisions must have an ordinal numbering within each section.

Illustrations (drawings, photographs, tables, charts, diagrams) should be posted directly after the text, where they are mentioned for the first time, or on the next page. All illustrations should include references in the work.

The illustration is indicated by the word "Figure", which, together with the name of the illustration, are placed after explanatory text. The illustration number consists of the section number and the serial number of the illustration, separated by a point, for example, "Figure 2.1." - the first drawing of the second section.

Digital data is presented in the form of tables, charts, diagrams, which give an opportunity to demonstrate the revealed patterns, trends, substantiate the selected options for the elimination of problems. Tables are placed in the text if their volume is less than one page, all the rest are put into applications. Each table should have a name. In the upper right corner, the inscription "Table" is placed indicating its number, consisting of the

section number and the sequence number of the table, separated by a point: for example, "Table 2.1" - the first table of the second section, below the table name in bold.

The numbering of pages. The cover page is considered as the first page, the number on it is not put. The assignment for the coursework is placed on the third page, the entry begins with the fourth, etc.

Each chapter begins with a new page, and the text of subchapters continues on the page where the consideration of the material of the preceding subchapter is completed. The titles of the sections and paragraphs must correspond to the plan of the coursework.

A reference to quotations taken from monographs, scientific works, textbooks, articles are given in accordance with established requirements, for example [7, p. 15]. The number <7> indicates the serial number of the literary source in the list of references, and the number <15> means the page from which the quotation is taken.

Abbreviations are allowed in the work; however, it is first necessary to give the full name with the abbreviated designation in brackets, and then use only the abbreviation in the text, for example: research and development work (R&D).

The list of references is drawn up in accordance with the established requirements: firstly, legislative acts and other normative documents are indicated, followed by a list of literary sources in alphabetical order, and then - works published in foreign languages. The requirements set out define a clear form of presentation of literary sources.

References. A student needs to include a list at the end of the coursework of all the books, articles, internet sites etc which you have used to write your essay. The list should be given in alphabetic order of authors' surnames with:

- for a book:

author's surname and initials or first name, publication date, title (italics or underlined), place of publication.

eg Eliot, T. S. (1957) *On Poetry and Poets*, London.

- for an article: author's surname and initials or first name, publication date, title of article (in inverted commas), title of periodical or book (italics or underlined), editor's name or volume number and page numbers.

eg Tarling, D. H. (1975) 'Archaeomagnetism: the dating of archaeological materials by their magnetic properties', *World Archaeology* 7, 185-197.

- for material from the internet: author's surname and initials or first name, title of page (in inverted commas), title of complete work if page is part of a group of documents, date page was created, URL (in angle brackets), date you saw page (in round brackets).

eg Stratford, Jenny, 'The treasure roll', Richard II's Treasure, 2007, <www.history.ac.uk/richardII/roll.html> (11 July 2007).

The design of the work is of great importance, it characterizes the individual quality of the performer as a future specialist. The coursework is necessarily stitched and fixed in a folder or another cover, on which the text of the title page is repeated.

6. Defense of the coursework

The work submitted to the department is registered and verified by a scientific supervisor. In the referral to the course work, the supervisor gives an assessment of the scientific level of work, the adequacy of the literature, characterizes the negative and positive aspects of work and makes a conclusion on the admission to defense. If the coursework, in the opinion of the scientific supervisor, does not correspond the established requirements, it must be returned to refinement.

The protection of the coursework takes place in front of the commission, in accordance with the schedule approved by the head of the department. It should be noted that the protection of the coursework is not only a demonstration of literature knowledge, it is directly related to the subject of the work, it is not only a report with a narrow special theme, but also a kind of exam on a specialty. The student reports on the main research results for about 10 minutes. During this time, it is necessary to convey the main meaning of the work, for example, the actual chosen topic, the most important material about the research results, etc. After that student answers questions about certain aspects of the subject of the coursework. Students, teachers and other interested persons who have the right to ask questions to the speaker may be present at the defense.

The assessment of the coursework is carried out in accordance with the requirements of the credit-module system on a 100-point scale. The maximum score for the work is 75 points and for the protection - 25 points. An integral estimation mark is announced after work defense. Conflict issues related to the submitted evaluation, or violation of the order of defense, are solved by the head of the department.

The following criteria are used to assess assignments for credit:

Knowledge and understanding

- shows understanding of the requirements of the assignment
- displays knowledge of subject matter
- demonstrates understanding of relevant ideas, contexts, issues and relationships

Selection and analysis

- selects appropriate ideas, evidence, data, techniques
- evaluates evidence / analyses data or sources used to support argument or justify

conclusion

Organisation and structure

- structures assignment according to the conventions of the discipline
- develops a logical and coherent argument
- shows ability to organise ideas, evidence, data, to support argument

Communication and presentation

- uses language and/or tables, graphs etc, effectively to communicate ideas
- provides references and reading list.

Before the student start work on the coursework, it's essential that he or she have a thorough understanding of the rules. Failing to conform to the rules – inadvertently or not – may result in the coursework (or possibly even entire qualification) being disqualified.

7. Literature recommended:

1. Amenc, N., L. Martellini and S. Sender (2009), *Impact of Regulations on ALM European Pension Funds*, EDHEC Risk and Asset Management Research Centre Publication, January.
2. ARMSTRONG, M. (1995), *A Handbook of Personnel Management Practice*. London: Kogan page.
3. Barton R.M. (1993), *The Crisis Management*, Oxford Press Publishers, Oxford.
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5. Bassanini, F. and E. Reviglio (2011), “Development and Innovation in the XXI Century, in *Astrid Rassegna*, 6/2011, Higher School of Economics (National Research Institute), Moscow, March 15th.
6. BHATIA, S.K. (2007), *Strategic Human Resource Management. Winning through People. Concepts, Practices and Emerging Trends*. New Delhi: Deep and Deep Publication PVT.
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16. The Geneva papers on risk and insurance (2004), *Impact of a Fair Value Financial Reporting System on Insurance Companies, Special issue*, June.
17. Tremonti, G. (2008), *Fear and Hope. Europe: the Looming Global Crisis and How It Can Be Overcome*, Mondadori Milan, Italy.
18. World Economic Forum (2011), *The Future of Long-term Investing*. The World Economic Forum Report.

**Міністерство освіти і науки України
Тернопільський національний технічний університет
імені Івана Пулюя**

Кафедра менеджменту інноваційної
діяльності та підприємництва

COURSEWORK
from the discipline
«Problems of theory and practice of management»

on the subject: _____

Made by:

name, surname

the group

Supervisor:

name, surname

Тернопіль – 2018

НАВЧАЛЬНО-МЕТОДИЧНЕ ВИДАННЯ

Федишин І.Б.

Методичні вказівки
до виконання курсової роботи
з дисципліни «Проблеми теорії та практики менеджменту»
для магістрів спеціальності
073 «Менеджмент»