

Partner 7 KROK UNIVERSITY (Ukraine)

Brief description of Partner University: *Founded in 1992 «KROK» University is the best private university in Ukraine (since 2012 according to Consolidated ranking of Ukrainian universities). In 2003 the Ministry of Education and Science of Ukraine accredited the University at the IV (highest) level.*

«KROK» University is the team of about 4100 students, more than 750 of them are international students from 42 countries all over the world, and about 280 academic staff, 70% are PhD holders.

The University conducts the training in programs at Bachelor, Master, PhD and Doctoral levels. Main fields of studies are the following: Management, Economics, International Relations, Law, Psychology, Tourism and Hospitality, Computer Sciences, Design, Journalism, Nursing and others. Bachelor programs in International Economic Relations, Management, as well as Master Programs in Global Business Management, International Business and Project Management are offered in English.

«KROK» is active on the international arena. University has partnership relations with more than 50 HEIs from all over the world. «KROK» implements exchange and mobility programs for students and staff with HEIs from Hungary, Poland, Italy, Germany, Spain, the Netherlands, Latvia, Lithuania etc., including mobilities within Erasmus+ Key Action 107.

«KROK» has the experience in development and implementation of Erasmus+ Key Action 2 capacity building projects. 2013 – 2016 «KROK» University was a partner in Tempus project “Entrepreneur Alumni Network/ EANET”. Since 2018 «KROK» University is the co-coordinator of Erasmus+ CBHE projects “Mediation: training and society transformation/ MEDIATS”, since 2020 – of “International Students Adaptation and Integration/ INTERADIS”, “Synergy of educational, scientific, management and industrial components for climate management and climate change prevention/ CLIMAN”, “Integrating dual higher education in Moldova and Ukraine”.

GENERAL DESCRIPTION OF THE TRAINING MODULE

Level of study: Master's

Specialty: Management, Economics, Marketing

Branch of knowledge: Management Sciences

Title of Educational program: Administrative management

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DESCRIPTION OF THE COURSE № 1

Climate Management

Number of ECTS credits: 5

Type of course: optionally

Summary of the course: Future climate change could have a significant impact. Responding effectively to climate change requires both reducing energy use and greenhouse gas emissions (mitigation) and being ready to adapt to climate change impacts as they occur (adaptation). This course is to provide students with the understanding of Climate management, its features and peculiarities.

The aim of the course is to substantiate the importance, role and functions of Climate management for the organization, as well as the formation of a modern view of Climate management. The objectives of the course are:

- definition of the essence and features of Climate management in general and for a modern organization;
- substantiation of the role of Climate management for organization development;
- disclosure of Climate management tasks in building an effective system of management development for organization;
- analysis of modern forms of Climate management and decisions based on it.

Prerequisites for this course: Courses “Principles of Management”, “Principles of Marketing”.

Competences: Ability to solve climate problems from the perspective of an organization and ability to make sustainable decisions in conditions of influence of external macro factors, connected with climate and ecology.

Learning outcomes:

- Upon successful completion of this course, students will be able to use knowledge of the Climate management in the organization, principles and methods.
- To identify needs in changes of managerial approaches to support Climate management, initiate managers and construct a target state system for Climate management.
- Use knowledge of Climate management in different functional areas of businesses.

List of lecture topics:

- 1. Overview of climate management in Ukraine and EU.**
 - 1.1.** Analysis of modern realities and trends in climate management in Ukraine and the EU.
 - 1.2.** Study of the main problems of climate change and their impact.
 - 1.3.** Assessment of global risks and impacts from climate change.
 - 1.4.** Analysis of the main directions of climate management, which are applied in Ukraine and the EU.
- 2. Planning of climate management.**
 - 2.1.** An overview of examples of industries and specific enterprises involved in climate management projects.
 - 2.2.** Analysis of documents on planning climate management in Ukraine.
 - 2.3.** Investigation of climate management planning methods used in organizations.
 - 2.4.** Analysis of positive and negative factors affecting the planning stage of climate management.
 - 2.5.** Analysis of the main elements of the planning stage of climate management.
- 3. Organizational processes of climate management.**
 - 3.1.** Study of the stages of the organizational process of climate management.
 - 3.2.** Analysis of positive and negative factors that affect the organizational process of the formation of climate management in Ukraine.
 - 3.3.** Analysis of the features of the organizational process of the formation of climate management in Ukraine.
 - 3.4.** Analysis of the main elements of the stage of the organizational process of climate management.
- 4. Leading of climate management.**
 - 4.1.** Study of the factors influencing the advancement of the formation of climate management.
 - 4.2.** Review of methods for popularizing climate management.
 - 4.3.** Analysis of the specifics of leading process of climate management in Ukraine.
 - 4.4.** Analysis of the main elements of the stage of leading the formation of climate management.
- 5. Controlling of climate management.**
 - 5.1.** An overview of the main elements of the controlling stage of climate management.
 - 5.2.** Analysis of positive and negative factors of controlling climate management in Ukraine.
 - 5.3.** Analysis of the specifics of controlling climate management in Ukraine.
 - 5.4.** Overview of climate management controlling methods.
- 6. Regulation of climate management.**
 - 6.1.** Review of the main elements of the regulation phase of climate management.

6.2. Analysis of positive and negative factors affecting the regulation of climate management in Ukraine.

6.3. Analysis of the peculiarities of regulation of climate management in Ukraine.

6.4. Review of methods of regulation of climate management.

7. Effectiveness of climate management.

7.1. Analysis of the stages of assessing the effectiveness of climate management.

7.2. Review of the main problems of assessing the effectiveness of climate management.

7.3. Investigation of methods for optimizing the assessment of the effectiveness of climate management.

7.4. Analysis of the specifics of the organizational process of climate management in Ukraine.

List of practical classes, including laboratories, studios and workshops:

1. Practical assignment: conducting research on the example of a specific industry / enterprise.

2. Practical assignment: conducting research on the example of a specific industry / enterprise.

3. Practical assignment: conducting research on the example of a specific industry / enterprise.

4. Practical assignment: conducting research on the example of a specific industry / enterprise.

5. Practical assignment: conducting research on the example of a specific industry / enterprise.

6. Practical assignment: conducting research on the example of a specific industry / enterprise.

List of self-study topics: N/A.

DESCRIPTION OF THE COURSE № 2

Sustainable strategic management

Number of ECTS credits: 5

Type of course: optionally

Summary of the course: Every sustainable enterprise has to create long-term value through the core business while seeking to balance environmental, social and governance aspects. It has to be done for any business in general, for stakeholders of any business and for society at large. It is possible with the help of implementation of sustainable strategic management methods. This course is to provide students with the understanding of sustainable strategic management, its features and peculiarities.

The aim of the course is to substantiate the importance, role and functions of sustainable strategic management for the organization, as well as the formation of a modern view of sustainable strategic management. The goals of the course are:

- definition of the essence, types, models of sustainable strategic management for a modern organization;
- substantiation of the role of sustainable strategic management for organization development;
- disclosure of sustainable strategic management tasks in building an effective system of management development for organization;
- analysis of modern forms of sustainable strategic management and decisions based on it.

Prerequisites for this course: Courses “Principles of Management”, “Principles of Marketing”.

Competences: Ability to solve strategic problems of climate management from the perspective of an organization and ability to make sustainable decisions in conditions of influence of external macro factors, connected with climate and ecology.

Learning outcomes:

- Upon successful completion of this course, students will be able to use knowledge of the sustainable strategic management in the organization, principles and methods.
- To identify needs in changes of managerial approaches to support sustainable strategic management, initiate managers and construct a target state system for sustainable strategic management.
- Use knowledge of sustainable strategic management in different functional areas of businesses.

List of lecture topics and practical classes

1. Contemporary concepts of sustainable strategic management.
 - 1.1. Analysis of paradigms and concepts of sustainable strategic management and their impact on Climate management.
 - 1.2. Study of competitive forces concept.
 - 1.3. Study of strategic conflict concept.
 - 1.4. Study of strategic resources concept.
 - 1.5. Study of dynamic abilities concept.
2. Mission, vision and values of sustainable strategic management
 - 2.1. An overview of the essence, content and structure of the strategy.
 - 2.2. Analysis of sustainable strategic management in Ukraine.
 - 2.3. Formulation of a mission of organization.
 - 2.4. Importance of vision and values and their impact on company’s reputation.
 - 2.5. Analysis of the main features of mission, vision and values of sustainable strategic management.
3. Objectives of sustainable strategic management.
 - 3.1. Rules in formulation of objectives for sustainable strategic management.
 - 3.2. Global trends in formulation of objectives for sustainable strategic

management.

3.3. Analysis of features objectives formulation for sustainable strategic management and climate management in Ukraine.

3.4. “Tree of objectives” and “Tree of problems” for sustainable strategic management.

4. Analysis of sustainable strategic management.

4.1. Factor’s analysis for sustainable strategic management (PEST, Environment profiles, Polarity profile, etc.)

4.2. 5P for sustainable strategic management.

4.3. Matrix-analysis for sustainable strategic management (Ansoff, BCG, GM, etc.).

5. Strategic set of sustainable strategic management

5.1. Strategies levels for sustainable strategic management.

5.2. Strategies classification for sustainable strategic management.

5.3. Elements and stages of forming of a strategic set for sustainable strategic management.

5.4. Features of forming of a strategic set for sustainable strategic management.

6. Decisions in sustainable strategic management.

6.1. Review of the main elements of decisions making for sustainable strategic management.

6.2. Analysis of decisions making features and peculiarities for sustainable strategic management.

6.3. Main problems in decisions making for sustainable strategic management and their ranking.

6.4. Methods to solve problems in decisions making for sustainable strategic management.

7. Potential of sustainable strategic management.

7.1. Auditing an organization and its environment for sustainable strategic management.

7.2. Block - modular structure of the potential of organization for sustainable strategic management.

7.3. Synergism in potential forming for sustainable strategic management.

7.4. SWOT-analysis for sustainable strategic management.

List of practical classes, including laboratories, studios and workshops:

1. Practical assignment: conducting research on the example of a specific industry / enterprise.

2. Practical assignment: conducting research on the example of a specific industry / enterprise.

3. Practical assignment: conducting research on the example of a specific industry / enterprise.

4. Practical assignment: conducting research on the example of a specific industry / enterprise.

5. Practical assignment: conducting research on the example of a specific industry / enterprise.

6. Practical assignment: conducting research on the example of a specific industry / enterprise.

List of self-study topics: N/A.

DESCRIPTION OF THE COURSE № 3

Sustainable marketing

Number of ECTS credits: 5

Type of course: optionally

Summary of the course: Sustainable marketing is the process of creating, communicating, and delivering value to customers in such a way that both environment and human capital are preserved or enhanced throughout. The COVID-19 pandemic and the related social and economic repercussions that the world has experienced undoubtedly made people more aware of the salience of sustainability and social well-being. This course will provide students with effective tools that companies can use to develop and achieve their sustainability goals, to create sustainable practices that will respond to consumer's demand for sustainable products and services.

The aim of sustainable marketing is the triple bottom line-how environmental, economic, and social practices can be integrated into businesses for the benefit of current and future generations. Learning objectives for this course are to understand the role of sustainability in the marketplace, recognize current consumption trends, and identify barriers to and benefits of sustainable behavior. Students will learn about effective marketing strategies to influence sustainable behavior, identify consumer segments and values relevant to sustainability issues, and understand consumer response to sustainable products and practices.

Prerequisites for this course: Principles of Management, Principles of Marketing.

Competences: Ability to solve strategic problems of climate marketing from the perspective of an organization and ability to make sustainable decisions in conditions of influence of external macro factors, connected with climate.

Learning outcomes:

- Upon successful completion of this course, students will be able to: explain sustainable marketing's role in a global framework;
- Evaluate sustainable marketing opportunities in uncontrollable environments; understand buyers and markets;
- Identify sustainable marketing opportunities through the marketing research process;
- Explain the demographic and behavioral dimensions of consumer and industrial markets as they relate to sustainable marketing;

- Identify and explain the elements of the "Marketing Mix", as they relate to sustainable marketing;
- Develop and implement sustainable marketing strategies within an organization.

List of lecture topics:

1. An introduction to sustainable marketing.
 - 1.1. The meaning of sustainability.
 - 1.2. The root of the current crisis of unsustainable growth.
 - 1.3. The problem of declining supply and increasing demand.
 - 1.4. The history of unsustainable marketing and environmental awakening.
2. Consumer behavior and sustainable marketing.
 - 2.1. The nature of sustainable consumption.
 - 2.2. Consumer engagement in marketing processes.
 - 2.3. Consumer motivation and sustainable consumption.
 - 2.4. Consumer decision processes and sustainable consumption.
 - 2.5. Sustainability and consumer involvement.
 - 2.6. The role of culture in sustainable consumption
3. Global problems, global opportunities
 - 3.1. Global environmental challenges.
 - 3.2. Global economic challenges.
 - 3.3. Global government and regulatory challenges.
 - 3.4. Global consumers and sustainable marketing.
 - 3.5. Sustainability in global business-to-business markets.
4. Ethical dimensions of sustainable marketing.
 - 4.1. The relationship between business and society
 - 4.2. Underlying principles of responsible business: Value, balance, and accountability
 - 4.3. Sustainability as a science-based framework for ethics
 - 4.4. The relationship between individual consumption and ethics
5. The marketing environment and processes.
 - 5.1. The social-cultural environment.
 - 5.2. The economic environment.
 - 5.3. The competitor environment.
 - 5.4. The technology environment.
 - 5.5. The political-legal environment.
 - 5.6. The natural environment.
6. Measurement and research for sustainable marketing.
 - 6.1. Principles for measurement in sustainable marketing.
 - 6.2. Uses and types of sustainability metrics.
7. Market segmentation, targeting, and positioning for sustainability
 - 7.1. The emerging green market.
 - 7.2. Segmenting the green market.
 - 7.3. Positioning for sustainability.
 - 7.4. Taking the green position in the business-to-business sector.

8. Sustainable products and services.
 - 8.1. Product sustainability.
 - 8.2. Developing sustainable new products.
 - 8.3. Sustainable services.
9. Sustainable branding and packaging.
 - 9.1. Sustainable branding.
 - 9.2. Sustainable packaging.
 - 9.3. Sustainable labeling.
10. Sustainable pricing.
 - 9.4. Sustainable pricing: real product cost.
 - 9.5. Barriers to sustainable pricing.
 - 9.6. Sustainable pricing strategies
11. Marketing channels: sustainability in the value chain.
 - 11.1. Converting value chains to sustainable value circles.
 - 11.2. Building sustainable channel relationships: communication and collaboration
12. Sustainable marketing communication.
 - 12.1. The nature of sustainable marketing communication.
 - 12.2. The keys to sustainable marketing communication.
 - 12.3. Barriers to sustainable marketing communication.
 - 12.4. Cardinal sins of sustainable marketing communication: greenwashing, astroturfing, and other green lies.
13. Sustainable marketing strategy.
 - 13.1. How to make the business case for sustainability.
 - 13.2. Useful frameworks for understanding sustainable marketing.
 - 13.3. How to create and implement a sustainable marketing strategy using.
 - 13.4. The Natural Step Framework.
 - 13.5. The sustainable strategy process.

List of practical classes, including laboratories, studios and workshops:

1. Practical assignment: conducting research on the example of a specific industry / enterprise.
2. Practical assignment: conducting research on the example of a specific industry / enterprise.
3. Practical assignment: conducting research on the example of a specific industry / enterprise.
4. Practical assignment: conducting research on the example of a specific industry / enterprise.
5. Practical assignment: conducting research on the example of a specific industry / enterprise.
6. Practical assignment: conducting research on the example of a specific industry / enterprise.
7. Practical assignment: conducting research on the example of a specific industry / enterprise.

8. Practical assignment: conducting research on the example of a specific industry / enterprise.

9. Practical assignment: conducting research on the example of a specific industry / enterprise.

10. Practical assignment: conducting research on the example of a specific industry / enterprise.

11. Practical assignment: conducting research on the example of a specific industry / enterprise.

12. Practical assignment: conducting research on the example of a specific industry / enterprise.

13. Practical assignment: conducting research on the example of a specific industry / enterprise.

List of self-study topics: N/A.

DESCRIPTION OF THE COURSE № 4

Sustainable marketing

Number of ECTS credits: 5

Type of course: optionally

Summary of the course: Climate change is a vital issue of our time. While climate change poses large potential risks to businesses worldwide, it also, perhaps uniquely, presents significant opportunities. Businesses can address climate change by promoting mitigation of climate change drivers or adaptation to climate change impacts. Two approaches for entrepreneurs to advance mitigation or adaptation are through developing and deploying new technologies or facilitating the local adoption of existing solutions.

This course will provide students with the opportunity to contribute to climate change goals equipping them with:

- a set of frameworks and tools to identify and generate entrepreneurial opportunities that will have a positive impact on climate change the skills to plan and develop strategies, action plans that contribute to climate change mitigation;
- the ability to analyze theoretical concepts associated with systems innovation and entrepreneurship in relation to climate change;
- the communication skills to interact with stakeholders and explain their influence to drive position climate action;
- the knowledge and skills to evaluate ethical, social, commercial, and political factors in decision making to support climate entrepreneurship.

Prerequisites for this course: Courses “Principles of Management”, “Principles of Marketing”.

Competences: Ability to solve strategic problems of climate entrepreneurship from the perspective of an organization and ability to make sustainable decisions in conditions of influence of external macro factors, connected with climate.

Learning outcomes:

– Upon successful completion of this course, students will be given critical and lateral thinking skills and an understanding of the societal and economic value that can be achieved by applying an innovative approach to the global challenge presented by climate change.

– Students will be able to use principles and practices associated with systems thinking in the context of climate change.

– Students will identify opportunities for entrepreneurship that can positively impact climate change, understand the value of entrepreneurship, innovation, and commercialization and its potential to positively impact climate change and sustainability.

List of lecture topics and practical classes

1. An introduction to climate entrepreneurship.
 - 1.1. The Impact of Natural Disasters on Entrepreneurs' Choice Between Economic Growth and Environmental Protection.
 - 1.2. Climate change mitigation and adaptation.
 - 1.3. Environmental motivations behind individuals' daily energy saving behavior.
2. Climate entrepreneurship in developing economies by sector.
 - 2.1. Agriculture and food systems.
 - 2.2. Energy.
 - 2.3. Environment and natural resources.
 - 2.4. Other sectors.
3. Barriers, needs, and trends in climate entrepreneurship.
 - 3.1. Finance: Multilateral Climate Funds and Private Investment, Philanthropies' Program-Related Investments, Public Investment.
 - 3.2. Capacity development: Incubators & Accelerators for Climate Entrepreneurs, Network Development for Climate Entrepreneurs.
4. Entrepreneurship and the innovation process.
 - 4.1. Innovative approaches to climate change adaptation.
 - 4.2. Innovation process.
 - 4.3. Commercialization issues.
5. Marketing and the green customer.
 - 5.1. 7P marketing concept.
 - 5.2. Green consumers.
 - 5.3. Green marketing policies.
6. Programs for climate entrepreneurs.
 - 6.1. Climate technology program.
 - 6.2. Land accelerators.
 - 6.3. Sustaining competitive and responsible enterprises.
7. Climate entrepreneurship development.
 - 7.1. Creating and scaling Start-up venture.
 - 7.2. Developing a sustainable green business.

List of practical classes, including laboratories, studios and workshops:

1. Practical assignment: conducting research on the example of a specific industry / enterprise.

2. Practical assignment: conducting research on the example of a specific industry / enterprise.

3. Practical assignment: conducting research on the example of a specific industry / enterprise.

4. Practical assignment: conducting research on the example of a specific industry / enterprise.

5. Practical assignment: conducting research on the example of a specific industry / enterprise.

6. Practical assignment: conducting research on the example of a specific industry / enterprise.

7. Practical assignment: conducting research on the example of a specific industry / enterprise.

List of self-study topics: N/A.