

Syllabus
educational component
(by the selection of applicants for education)

**MANAGEMENT OF INTER-ORGANIZATIONAL RELATIONSHIPS IN MOTOR
TRANSPORT**

Discipline name:	Management of inter-organizational relationships in motor transport
Level of higher education:	third (PhD degree)
Course page in Moodle:	https://dl2022.khadi-kh.com/course/view.php?id=1274
Scope of the educational component:	4 credits (120 hours)
Final control form:	credit
Consultations:	according to the schedule
Department name:	Department of Management
Language of teaching:	English
Head of the course:	Fedotova Iryna Volodymyrivna, doctor of economics, associate professor
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Summary of the educational component:

The goal is to develop graduate students research skills in the field of relationship management and marketing, as well as to acquire theoretical knowledge in the field of modern trends in the development of inter-organizational relations, to acquire skills and abilities to solve practical situations related to the analysis of the competitive environment in the markets, the definition of subjects, which occupying a dominant position, forming a system of relations between MTE and its main partners, taking into account meeting the needs of partners and ensuring the effective operation of the enterprise.

Subject: general patterns of development of inter-organizational relations, systems of interaction between the enterprise and its main partners, processes of strategic and operational management of the system of vertical and horizontal network relations between legally independent economic agents.

The main tasks of studying the academic discipline are:

- main features and features of the transformation of the world economic space, modern approaches to understanding integration processes;
- theoretical and methodological foundations of relationship marketing;
- identification of key partners of the enterprise;
- concept of inter-organizational network, identification criteria and reasons for formation, typologies of network structures;
- study of the influence of the macro- and microenvironment on the relations of enterprises in the network;
- forms of inter-organizational network interaction;
- formation of partners' loyalty to the enterprise;
- peculiarities of information exchanges in inter-organizational networks;

- development of individual strategies for relations with partners, management of the company's portfolio of relations;
- development of a strategy for managing inter-organizational relations in the chain of value creation and evaluation of its effectiveness.

Prerequisites for studying the educational component: disciplines «History and philosophy of engineering and technology», «Research methods in economics and management», «Theory and methodology of transport management», «Management of competitiveness in motor transport».

Competences acquired by the student:

General competences:

1. Formation of a systematic scientific/artistic outlook, professional ethics and general cultural horizons;
2. Ability to think critically, generate new complex ideas, analyze and synthesize holistic knowledge;
3. Ability to organize and conduct original scientific research;
4. Ability to communicate with the scientific community for the purpose of presenting the results of scientific research and their publication in the state, English and/or another foreign language;
5. Ability to scientific and pedagogical activities in the field of management and administration;
6. Ability to act on the basis of ethical considerations and academic integrity.

Special (professional) competences:

1. Ability to search, process and analyze and summarize information for conducting independent scientific research in the field of management.
2. Ability to reasonably choose and use methods and tools of scientific research in the field of management.
3. Acquisition of in-depth knowledge of management, in particular, understanding of theoretical and practical problems, history of development and current state of scientific knowledge, critical analysis of basic concepts, origin, development and structure of the organization, the ability to apply them to form a worldview, mastering scientific terminology.
4. Acquisition of universal skills of a researcher in the field of management, in particular, the use of modern information technologies in scientific activities, management of scientific projects and/or drafting of proposals for financing scientific research, registration of intellectual property rights.
5. Ability to implement the results of their own research in the field of management.
6. Ability to plan and carry out scientific and applied research, present their results;
7. Ability to independently acquire new knowledge, use modern educational and research technologies in the field of management.
8. Ability to formulate modeling tasks, apply statistical methods and models for the analysis of objects and processes in the field of management
9. Ability to comprehensively and systematically manage the activities of motor transport enterprises in conditions of competition.
10. Understanding of the theoretical and methodological principles underlying the study of problems in the field of transport enterprises management, development and improvement of the transport system of Ukraine, international transport corridors, transport and logistics systems.

Program Learning Outcomes:

1. To form a systematic scientific outlook, to possess modern theories and concepts in the field of management.
2. Demonstrate the skills of independent performance of scientific research, flexible thinking, openness to new knowledge, evaluate the results of autonomous work and be responsible for personal professional development and training of others.
3. Initiate, develop and implement projects in the field of management, manage them and search for partners for their implementation.
4. Carry out a critical analysis, summarize the results of scientific research, formulate and justify conclusions and proposals regarding the development of conceptual and methodological knowledge in the field of management.
5. Choose and use general scientific and special methods of scientific research in the field of management.
6. Carry out testing and implementation of the results of own research in the field of management.
7. Act on the basis of ethical considerations and academic integrity in the process of conducting scientific research, publicizing the results and their implementation.
8. Identify and classify new tasks in the field of management by types of economic activity (motor transport and logistics), describe, analyze and evaluate relevant objects, phenomena and processes, choose optimal methods of their research.
9. Conduct research on problems in the field of transport economics, development and improvement of the transport system of Ukraine, international transport corridors, transport and logistics systems.

Thematic plan

№ topic	Name of topics (L, LW, PW, IT, IW)	Number of hours
1	2	3
1	L 1. Integration processes in the modern economy.	2
	PW 1. Process approach to inter-organizational relationship of MTE with different types of partners	4
	IW 1. The modern concept of interaction marketing, its advantages	10
2	L 2. Theoretical and methodological foundations of partnership management	2
	IW 2. Composition and structure of interaction marketing processes	12
3	L 3. Development of inter-organizational network interaction	2
	PW 2. Assessment of the level of inter-organizational relationship of MTE with partners	4
	IW 3. Subjects of the external and internal environment of the enterprise	10
4	L 4. Forms of inter-organizational cooperation of enterprises	2
	IW 4. Inter-organizational interaction: partnership and competition	12
5	L 5. Determination of the level of inter-organizational relationship	2
	PW 3. Evaluation of MTE relationship with individual partners	4
	IW 5. Foreign and domestic experience in assessing the value of a partner	10
6	L 6. Formation of partners loyalty to the enterprise	2

	IW 6. Concepts and types of consumer loyalty programs of the enterprise	12
7	L 7. The role of information and communication technologies in the development of network structures	2
	PW 4. Formation of a model of interaction between partners in the network and a program for improving relationship with them	4
	IW 7. Directions for assessing the level of MTE relationship with partners	10
8	L 8. Basic strategies for managing partner relationships in network structures	2
	IW 8. General strategies of interaction of subjects in conflict situations	12
Total	L	16
	PW (LW, IT)	16
	IW	88
TOTAL by discipline		120

Individual educational and research task: not provided.

Methods of learning:

- 1) verbal:
 - 1.1 traditional: lectures, explanations, stories;
 - 1.2 interactive (non-traditional): problem lectures, discussions, etc.;
- 2) visual: the method of illustrations, the method of demonstrations;
- 3) practical:
 - 3.1 traditional: practical classes, seminars;
 - 3.2 interactive (non-traditional): business games, trainings, seminars-discussions, "round table", analysis of real problems, brainstorming method.

Evaluation system and requirements:

Current academic performance

1 The current success of applicants for the performance of educational types of work in training sessions and for the performance of independent work tasks is evaluated using a four-point rating scale with subsequent transfer to a 100-point scale. During the evaluation of the current academic performance, all types of work stipulated in the training program are taken into account.

1.1 Lecture classes are evaluated by determining the quality of performance of specified tasks.

1.2 Practical classes are evaluated by the quality of performance of a control or individual task, performance and design of practical work.

1.3 Seminar classes are evaluated by the quality of the performance of an individual task/abstract.

2 Evaluation of the current performance of higher education applicants is carried out at each practical session on a four-point scale ("5", "4", "3", "2") and entered in the log of academic performance:

– «excellent»: the applicant flawlessly mastered the theoretical material, demonstrates in-depth knowledge of the relevant topic or academic discipline, the main provisions;

– «good»: the applicant has mastered the theoretical material well, possesses the main aspects from primary sources and recommended literature, presents it in a

reasoned manner; has practical skills, expresses his thoughts on certain problems, but certain inaccuracies and errors are assumed in the logic of the presentation of theoretical content or in the analysis of practical material;

– «satisfactory»: the applicant has mainly acquired theoretical knowledge of the educational topic or discipline, orients himself in primary sources and recommended literature, but answers unconvincingly, confuses concepts, answers additional questions uncertainly, does not have stable knowledge; when answering questions of a practical nature, reveals inaccuracy in knowledge, does not know how to evaluate facts and phenomena, connect them with the future profession;

– «unsatisfactory»: the applicant has not mastered the educational material of the topic (discipline), does not know scientific facts, definitions, hardly orients himself in primary sources and recommended literature, lacks scientific thinking, practical skills are not formed.

3 The final score for the current activity is recognized as the arithmetic mean sum of points for each lesson, for individual work, current control works according to the formula:

$$K^{current} = \frac{K_1 + K_2 + \dots + K_n}{n},$$

where $K^{current}$ – final evaluation of success based on the results of current control;

K_1, K_2, \dots, K_n – evaluation of the success of the current control measure;

n – number of measures of current control.

Grades are converted into points according to the calculation scale (table 1).

Table 1 – Recalculation of the average grade for the current activity into a multipoint scale

4- point scale	100- point scale	4- point scale	100- point scale	4- point scale	100- point scale	4- point scale	100- point scale
5	100	4,45	89	3,90	78	3,35	67
4,95	99	4,4	88	3,85	77	3,3	66
4,9	98	4,35	87	3,80	76	3,25	65
4,85	97	4,3	86	3,75	75	3,2	64
4,8	96	4,25	85	3,7	74	3,15	63
4,75	95	4,20	84	3,65	73	3,1	62
4,7	94	4,15	83	3,60	72	3,05	61
4,65	93	4,10	82	3,55	71	3	60
4,6	92	4,05	81	3,5	70	from 1.78 to 2,99	from 35 to 59
						re-compilation	
4,55	91	4,00	80	3,45	69	from 0 to 1,77	from 0 to 34
4,5	90	3,95	79	3,4	68	repeated study	

Final evaluation

1 An applicant of higher education receives a credit in the last lesson in the discipline based on the results of the current evaluation. The average score for the current activity is converted into points on a 100-point scale, according to the conversion table (table 1).

Applicants of higher education who have an average current score in the discipline lower than "3" (60 points) can increase their current score in the last session by taking tests in the discipline.

Evaluation of knowledge of applicants by means of testing is carried out according to a scale:

- «Excellent»: not less than 90% of correct answers;
- «Very good»: from 82% to 89% of correct answers;
- «Good»: from 74% to 81% of correct answers;
- «Satisfactory»: from 67% to 73% of correct answers;
- «Satisfactory enough»: from 60% to 66% of correct answers;
- «Unsatisfactory»: less than 60% of correct answers.

2 The conditions for receiving a credit are:

- making up all missed lessons;
- average current grade in the discipline not lower than "3" (60 points).

3 For performing individual independent work and participating in scientific events, applicants are awarded additional points.

3.1 Additional points are added to the sum of points scored by the student of higher education for the current educational activity.

3.2 The number of additional points awarded for different types of individual tasks depends on their volume and importance:

- prize places in the discipline at the international / all-Ukrainian competition of scientific student works – 20 points;
- prize places in the discipline at the all-Ukrainian olympiads – 20 points;
- participation in the international / all-Ukrainian competition of scientific student works – 15 points;
- participation in international / all-Ukrainian scientific conferences of students and young scientists – 12 points;
- participation in all-Ukrainian olympiads in the discipline – 10 points;
- participation in olympiads and scientific conferences of the KhNAHU in the discipline – 5 points;
- performance of individual scientific and research (educational and research) tasks of increased complexity – 5 points.

3.3 The amount of additional points may not exceed 20 points.

4 The learning result is evaluated:

- on a two-point scale (passed/failed) according to Table 2;
- on a 100-point scale according to Table 3.

Table 2 – The scale for transferring points to the national evaluation system

100-point scale	National scale
from 60 points to 100 points	credited
less than 60 points	not credited

The final score, together with additional points, cannot exceed 100 points.

Table 3– The scale for evaluating the knowledge of students based on the results of the final control of the academic discipline

Score in points	Evaluation on a national scale	Evaluation according to the ECTS scale	
		Evaluation	Criteria
	credit		
90-100	Credited	A	The theoretical content of the course is fully mastered, without gaps, the necessary practical skills for working with the mastered material are formed, all educational tasks stipulated in the training program have been completed, the quality of their performance was evaluated with a number of points close to the maximum
80–89		B	The theoretical content of the course is fully mastered, without gaps, the necessary practical skills for working with the mastered material are mainly formed, all educational tasks stipulated in the training program have been completed, the quality of performance of most of them was evaluated with a number of points close to the maximum
75-79		C	The theoretical content of the course is fully mastered, without gaps, some practical skills of working with the mastered material are insufficiently formed, all educational tasks stipulated in the training program have been completed, the quality of performance of none of them has been evaluated with the minimum number of points, some types of tasks have been completed with errors
67-74		D	The theoretical content of the course is partially mastered, but the gaps are not of a significant nature, the necessary practical skills for working with the mastered material are basically formed, most of the educational tasks stipulated in the training program have been completed, some of the completed tasks may contain errors
60–66		E	The theoretical content of the course is partially mastered, some practical work skills have not been formed, many educational tasks stipulated in the training program have not been completed, or the quality of some of them has been evaluated with a number of points close to the minimum

Score in points	Evaluation on a national scale	Evaluation according to the ECTS scale	
		Evaluation	Criteria
	credit		
35–59	Not credited	FX	The theoretical content of the course is partially mastered, the necessary practical work skills have not been formed, most of the educational tasks stipulated in the training program have not been completed, or the quality of their performance has been evaluated with a number of points close to the minimum; with additional independent work on the course material, it is possible to improve the quality of the performance of educational tasks (with the possibility of re-compilation)
0–34		F	The theoretical content of the course has not been mastered, the necessary practical work skills have not been formed, all completed educational tasks contain gross errors, additional independent work on the course material will not lead to any significant improvement in the quality of the performance of educational tasks (with a mandatory repeat course)

Course policy:

- the course involves working in a team where the environment is friendly, creative, open to constructive criticism;
- mastering the discipline involves mandatory attendance at lectures and practical classes, as well as independent work;
- independent work involves the study of certain topics of the discipline that are made in accordance with the program for independent processing, or were considered briefly, providing answers to theoretical questions and test tasks;
- all the tasks stipulated in the training program must be completed in due time;
- if the student is absent from the classes for good reason, he or she presents the tasks completed during the independent preparation and consultation of the teacher;
- while studying the course, students must adhere to the rules of academic integrity set forth in the following documents: "Rules of academic integrity of participants in the educational process of the KhNAHU" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_67_01_dobroch_1.pdf), "Academic integrity. Checking the text of academic, scientific and qualification papers for plagiarism" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_85_1_01.pdf), "The moral and ethical code of participants of the educational process of the KhNAHU" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_67_01_MEK_1.pdf).
- in the case of detection of plagiarism, the applicant receives 0 points for the task and must re-perform the tasks provided for in the syllabus; – write-offs during control work are prohibited (including using mobile devices). Mobile devices are allowed to be used only during online testing.

Recommended literature:

1. Blokdyk G. Relationship Marketing. A Complete Guide - 2020 Edition. Publisher: 5STARCOoks, 2021. 308 p.
2. Brigrman M. Partnernomics: The Art, Science, and Processes of Developing Successful Strategic Partnerships. CreateSpace Independent Publishing Platform, 2017. 210 p.
3. Buffett H.W., Eimicke W.B. Social Value Investing. A Management Framework for Effective Partnerships. Columbia University Press, 2018. 448 p.
4. Buttle F., Maklan S. 4th edition. Customer Relationship Management. Routledge, 2019. 444 p.
5. Fatouretchi M. The Art of CRM: Proven strategies for modern customer relationship management. Packt Publishing, 2019. 360 p.
6. Fedotova I., Shynkarenko V., Kryvoruchko O. Development of the Viable System Model of Partner Relationship Management of the Company. *International Journal of Engineering & Technology*. 2018. Vol. 7, № 4.3. P. 445-450.
7. Kaufmann H.R., Panni M.F.A.K. (Ed.) Handbook of Research on Contemporary Consumerism (Advances in Marketing, Customer Relationship Management, and E-services). 1st edition. IGI Global, 2019. 361 p.
8. Malhotra N.K., Agarwal J. Customer Relationship Marketing: Theoretical And Managerial Perspectives. Publisher: WSPC (US), 2020.
9. Roberts-Lombard M., Tait M. (Eds). Relationship marketing and customer relationship management. Juta and Company (Pty) Ltd., Landsdowne, Cape Town, 2018. 271 p.
10. Sheth J.N., Parvatiyar A. Handbook of Relationship Marketing. Sage Publications, Inc, 1999. 680 p.
11. Sochan M. The Art of Strategic Partnering: Dancing with Elephants. NAK Publishing, 2018. 146 p.
12. Thaichon P., Ratten V. Transforming Relationship Marketing. Strategies and Business Models in the Digital Age. Routledge, 2022. 174 p.
13. Walid DJW. Customer Relationship Marketing. Relationship build a business. Independently Published, 2020. 66 p.

Additional sources:

1. Distance course: <https://dl.khadi.kharkov.ua/course/view.php?id=1274>
2. National Library of Ukraine named after Vernadskyi. URL: <http://www.nbuv.gov.ua>
3. Osvita.ua. Management. URL: <https://osvita.ua/vnz/reports/management/>
4. Center for financial and economic scientific research. Library. URL: http://www.economics.in.ua/p/blog-page_45.html
5. Educational materials online. URL: <https://pidru4niki.com/menedzhment/>; <https://pidru4niki.com/marketing/>; <https://textbook.com.ua/marketing/>; <http://eclib.net/21/index.html>; <http://www.management.com.ua/marketing/mark165.html>
6. TRADING ECONOMICS. URL: <https://tradingeconomics.com>
7. Official website of the State Statistics Service of Ukraine [Electronic resource]. URL: <http://ukrstat.gov.ua>
8. Official website of the Department of Statistics of the United Nations [Electronic resource]. URL: <http://unstats.un.org/unsd/default.htm>
9. Official website of the Ministry of Economic Development and Trade of Ukraine. URL: <http://me.kmu.gov.ua>
10. Official website of the World Economic Forum. URL: <http://www.weforum.org>

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