

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF  
PERSONNEL MANAGEMENT"**

**Danube branch**



**SYLLABUS**

*of the academic discipline (selective)*

***MANAGEMENT OF CROSS-BORDER RELATIONS OF THE  
ENTERPRISE***

Specialty                      **D3 Management**

Educational level:        **First (bachelor's) level**

Educational program:    **Management**

## General information about the academic discipline

Name of the discipline	<b>Management of cross-border relations of the enterprise</b>
Code and name of specialty	<b>D3 Management</b>
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	<b>3 credits / 90 hours</b> Lectures: <b>16</b> Seminars/practical classes: <b>14</b> Students' independent work : <b>60</b>
Terms of study of the discipline	8 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

## General information about the teacher. Contact information.

<b>Sarlachan Natalia Valeriivna</b>	
Academic degree	None
Position	Lecturer of Economic Disciplines (main place of work Izmail branch of the State Enterprise "Association of Sea Ports of Ukraine" Chief Specialist of the Department of Contractual Relations and Tender Documentation
Areas of scientific research	Optimization of contractual relations and management of cross-border interaction of enterprises in the transport and logistics sector
Links to the registers of identifiers for scientists	
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	<a href="https://izmail.maup.com.ua/assets/files/sarlachan-portfolio-a.pdf">https://izmail.maup.com.ua/assets/files/sarlachan-portfolio-a.pdf</a>

### **Discipline's description.**

The discipline "Management of Cross-Border Relations of Enterprise" focuses on the specifics of the functioning of a business entity in a special economic space — the cross-border zone. Unlike the classical management of foreign economic activity, where the emphasis is placed on transactions, this course considers the enterprise as a central node of network connections, which is integrated into common value chains with partners on the other side of the border. location for reengineering business processes, access to resources of adjacent territories and participation in EU financial support programs (Interreg, grant funds), turning the border from a barrier into a strategic resource for development.

**The subject of the discipline** is managerial decisions and mechanisms for the implementation of economic activities of the enterprise, based on the use of the potential of cross-border cooperation, common infrastructure and special legal regimes of border areas.

**The aim of the discipline** is to form professional competencies in the design and management of the model of enterprise activity in cross-border conditions, ensuring its competitiveness through integration into international clusters and Euro-regional networks.

**The objectives of the discipline** are to study the transformation of the business model of an enterprise under the influence of cross-border factors and to master the tools for reengineering business processes on the basis of regional marketing. Important attention is paid to learning how to identify and attract resources of cross-border grant programs for the modernization of production activities, as well as to study the methodology of managing joint cross-border investment and logistics projects direction. The course provides for a critical assessment of the impact of cross-border asymmetry on the operational stability of the enterprise and the development of strategies for minimizing specific border risks.

As a result of studying the selective educational component "Management of cross-border relations of the enterprise", applicants must:

**Know:**

- current legislation regulating the direct participation of enterprises in cross-border relations (the Law of Ukraine "On TCS", European regulations);
- architecture of cross-border supply chains and production clusters;
- procedures for submitting and supporting grant applications by the enterprise within the framework of TCS programs;
- criteria for the efficiency of the enterprise in the conditions of cross-border interaction.

**Be able to:**

- to design a strategy for the development of the enterprise as a subject of a cross-border cluster or a Euroregion;
- develop project documentation for obtaining joint funding from EU funds;
- to adapt the marketing strategy of the enterprise to the requirements of the common cross-border market;
- calculate the synergistic effect of the implementation of cross-border business initiatives.

**Prerequisites for the discipline.** The study of the course is based on the knowledge and competencies acquired during the mastering of compulsory disciplines of fundamental and professional training. The key basis is "Management", which provided basic knowledge of the functions and methods of management. "Enterprise Economics" and "Marketing" laid down an understanding of the internal mechanism of the business entity and the principles of market interaction. The discipline "Management of Foreign Economic Activity" has formed a systematic idea of the technique of foreign economic operations, which is necessary for the transition to the management of complex cross-border relations. Knowledge of the "Fundamentals of Entrepreneurship" and "Investing" is also taken into account to assess the resource base and investment attractiveness of joint projects.

**Post-requisites for the discipline.** Since the discipline is taught in the final 8th semester in parallel with such compulsory courses as Fundamentals of Project Management, Strategic Management of Enterprise and Fundamentals of Scientific Research in Management, it provides an applied basis for their development. The acquired competencies have a direct logical continuity in the implementation of the bachelor's final qualification work, allowing the student to professionally justify project decisions for the development of an enterprise in a cross-border environment and integration into international networks.

### Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Enterprise in the system of cross-border relations	<p><b>Teaching methods:</b></p> <ul style="list-style-type: none"> <li>– problematic lectures on the transformation of business models in the context of cross-bordering, educational discussions on ethical and security aspects of interaction with foreign partners.</li> <li>– multimedia presentations of successful examples of cross-border clusters and Euroregions, review and analysis of cases of implementation of projects under Interreg programs.</li> <li>– workshops on reengineering business processes on the basis of regional marketing, trainings on the development of the structure of grant applications for cross-border EU funds.</li> <li>– role-playing games "Enterprise — Grantor", modeling the process of creating a cross-border logistics chain, case study on risk neutralization in the context of legal asymmetry.</li> </ul> <p><b>Assessment methods</b></p> <ul style="list-style-type: none"> <li>– express testing of knowledge of the current legislation and regulations of the TCS, assessment of the activity and quality of proposals during the discussion of models of industrial cooperation.</li> <li>– drawing up a "Passport of a cross-border project", developing plans for reengineering processes for given business situations, preparing analytical notes on choosing a clustering strategy.</li> <li>– demonstration of skills in working with information resources (Interreg, Trade Map portals), protection of the results of calculating the synergistic effect of cross-border cooperation during practical classes.</li> </ul>
Topic 2	Reengineering of business processes of the enterprise on the basis of regional marketing	
Topic 3	Strategic management of enterprise participation in cross-border clusters	
Topic 4	Management of cross-border projects of an enterprise: from idea to grant application	
Topic 5	Cross-border value chains and industrial cooperation	
Topic 6	Financial instruments and investment mechanisms in cross-border activities	
Topic 7	Risk Management and Operational Resilience in the Face of Cross-Border Asymmetry	
Topic 8	Digitalization and Greening of Cross-Border Enterprise Interaction	
<b>Module Assessment Task</b>		
Final assessment: pass/fail (credit)		

### Technical Equipment and Software.

The discipline is taught in specialized computer classes, where each workplace is equipped with a personal computer. For a visual demonstration of algorithms for working with programs, multimedia equipment (projector, interactive whiteboard) is used. The educational process is provided by the necessary application software (MS Office packages):

Excel, Access, PowerPoint or analogues), as well as access to the Internet for working with cloud services, online registries and open data sources.

### **Forms and methods of assessment.**

The system for assessing learning outcomes consists of current and final (semester) control, which allows you to comprehensively assess the applicant's readiness to manage the activities of the enterprise in the context of cross-border and the development of joint international projects.

Current assessment is carried out systematically in practical classes, as well as during the verification of independent work. Its purpose is to test theoretical knowledge and practical skills, in particular the ability to integrate an enterprise into cross-border clusters, substantiate business process reengineering models on the basis of regional marketing, identify grant funding opportunities and find effective solutions to neutralize risks caused by legal and economic asymmetry of border areas.

*Forms of student participation in the educational process that are subject to ongoing control:*

- protection of the results of business games (modeling the creation of a cross-border value chain or industrial cooperation);
- presentation of individual projects for the preparation of grant applications for cross-border cooperation programs (e.g. Interreg or the EU Neighbourhood);
- participation in role modeling of the interaction of the company's management with local authorities of neighboring states and representatives of Euroregions;
- professional discussions on the ethical aspects of cross-border cooperation and social capital management in border communities.

Written and practical types of work include:

- performing tests for knowledge of the updated legislation of Ukraine and EU regulations in the field of cross-border cooperation;
- solving situational problems (case study) to calculate the synergistic effect from the implementation of joint investment projects;
- preparation of plans-scenarios for logistics and infrastructure support of the enterprise's activities within cross-border hubs;
- preparation of analytical notes based on the results of diagnostics of the enterprise's potential as a member of the international cluster.

**Methods of ongoing assessment** combine express surveys, verification of the correctness of compiled passports of cross-border projects and analytical reports, as well as monitoring the activity of applicants in solving applied problem situations related to the functioning of the enterprise as a central link in network interaction in the border space.

Grading system and requirements.

Table of distribution of points received by students\*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1,2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6)	Seminar 5 (Topic 7)	Seminar 6 (Topic 8)	Module assessment task	Pass /Fail	
Work at the seminar	6	6	6	6	6	6	20	20*	100

Independent work	4	4	4	4	4	4			
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\*The table contains information about the maximum points for each type of academic work of a higher education applicant.

### **Assessment Criteria and Procedure**

The system of control of knowledge in the discipline is based on the requirements of the current "Regulations on the assessment of students' knowledge" and is implemented through a cumulative mechanism. This approach guarantees that all the applicant's achievements during the semester are taken into account, including the quality of cross-border project development, the results of modular control, and the skill of justifying business process reengineering models within international clusters, ensuring the transparency of the final assessment.

**Modular Assessment.** The structure of the modular control work consists of test tasks to check the proficiency of the conceptual apparatus within the framework of the updated TCS legislation, EU regulations and methods of management of joint territorial initiatives. In addition, the work involves the implementation of practical tasks that help to test the skills of independent design of the enterprise's activities in a cross-border environment, in particular, the ability to develop the structure of grant applications, form logistics chains within Euroregions and choose methods to minimize the risks of legal asymmetry.

Criteria for evaluating the ICR:

"Excellent" (90-100% points): the student provided correct answers to test questions, developed an impeccable plan for the integration of the enterprise into the cross-border cluster, demonstrated a deep understanding of EU financial support instruments and the ability to flexibly adapt operational processes to the requirements of the common market.

"Good" (75–89% of points): the student generally coped with the tasks, but made insignificant inaccuracies in justifying the choice of partners in adjacent regions or chose not the most effective model of process reengineering for a given situation.

"Satisfactory" (60–74% of points): the student has mastered the basic material, but made mistakes in tests or completed a practical task in violation of the logic of designing cross-border cooperation (for example, incorrectly identified the sources of grant funding).

"Unsatisfactory" (less than 60% of points): the student could not answer most of the test questions, did not complete the practical task, or demonstrated a complete lack of skills in working with the TCS regulatory framework and the methodology for managing international projects.

### **Assessment of independent work (Maximum — 4 points)**

The applicant's independent work (analysis of successful cases of Euroregions, preparation of the "Passport of a cross-border project", elaboration of additional sources on regional marketing and ethics of cross-border interaction) is evaluated based on the results of checking the completed tasks or defending them during practical classes.

4 points ("Excellent"): the applicant demonstrated a creative approach, a deep understanding of the potential of border territories and the ability to independently choose the optimal TCS tools to solve the problem. The work is done flawlessly: the proposed model of cooperation is rational, solid conclusions are made about the synergistic effect. The task was delivered on time.

3 points ("Good"): the task has been completed in full, the results of the analysis of potential links are correct, but there are minor inaccuracies in the interpretation of the regulations of the Interreg programs or the risk management tools have been irrationally chosen.

2 points ("Satisfactory"): the work is completed, but contains significant shortcomings: errors in the structuring of the project application, lack of options for diversifying cross-border resources; significant violations of the requirements for the logic of presentation. Or the task was completed correctly, but handed over in violation of the deadlines.

0-1 point ("Unsatisfactory"): the task was not completed or was completed in fragments, contains gross errors in the choice of interaction strategy (which would lead to the inefficiency of a real cross-border project), or the fact of plagiarism was revealed.

Scale for evaluating the performance of independent work (individual tasks)

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactorily	Unsatisfactorily
4	4	3	1-2	0

#### *Evaluation of Additional (Individual) Educational Activities*

To stimulate the creative activity of applicants and encourage in-depth study of cross-border cooperation tools, methods of reengineering business processes and mechanisms for integrating enterprises into international clusters, incentive (bonus) points are provided. Additional activities include activities performed in excess of the mandatory volumes of the work program.

##### 1. Research and application activities in the field of cross-border

Points are awarded for demonstrating the ability to use professional tools for the development of the enterprise's activities in a cross-border environment:

- participation in scientific and practical conferences and seminars on cross-border cooperation, development of Euroregions, activities of international clusters or European integration processes — from 3 to 5 points;
- development of author's applied solutions, such as the creation of the structure of the "Passport of a cross-border project", the design of value chains within border areas or the development of models for reengineering enterprise processes on the basis of regional marketing — up to 6 points;
- participation in specialized case championships, business simulations on international project management, international management Olympiads, or cross-border development project competitions — from 5 to 10 points;
- analytical work on the study of the potential of cross-border markets, analysis of successful practices of enterprises in Euroregions or preparation of reports on attracting grant resources (Interreg, etc.) — up to 5 points.

##### 2. Academic discipline and systematicity

Incentive points are awarded for a high level of self-organization, compliance with deadlines and ethics of business interaction:

- Attendance of all lectures and practical classes without skipping is 3 points.
- High-quality systematization of the training material, including the availability of its own database of sources on TCS regulation, cross-border project management schemes and examples of successful cluster interaction — 2 points.
- Independent mastery of additional tools, for example, studying specialized platforms (Interreg program portals, European databases of regional statistics), obtaining certificates for courses in international project management or regional development — up to 4 points.
- Timely implementation and defense of the results of the case study and project tasks in compliance with the established deadlines — 3 points.

Additional points are added to the student's current rating, while the total final grade for the discipline cannot exceed 89 points (according to the current curriculum for selective components).

### **Final semester assessment pass/fail (credit)**

The final semester assessment (credit) is a mandatory stage of completing the study of the discipline "Management of Cross-Border Relations of Enterprise". It takes place in the form of automatic accumulation of points during the semester or by completing the final credit.

A form of final control is a test carried out in the form of a written test or a combined task, which includes solving an applied case for managing cross-border activities (for example, developing a concept for a joint investment project or substantiating a model for reengineering enterprise processes for entering an international cluster). The final grade is set on the basis of learning outcomes and consists of the sum of points of current control, the results of modular control work and incentive points.

Students who scored 60 or more points during the semester and successfully defended all the required practical tasks (cases on the analysis of cross-border asymmetry and project proposals for cooperation in Euroregions) are eligible to receive credit automatically.

The procedure for forming an assessment:

- students who have completed all the assigned tasks (including the development of project passports and analytical reports) and scored a total of 60 points or higher receive a final grade without additional testing based on the current rating;
- Students who have a score below 60, subject to the mandatory minimum of work, as well as those who want to improve their score, take the final test during the test lesson.

To assess learning outcomes during the semester, a 100-point scale, a national scale and an ECTS scale are used.

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment	
		for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		

35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

### **Discipline's Policy**

The policy of the discipline is based on the principles of academic integrity, professional ethics and active network interaction, which simulates the real conditions of the enterprise in the cross-border space.

#### 1. Academic integrity.

It is expected that all project developments, passports of cross-border projects and business process reengineering plans will be completed by the student independently. The use of analytical data from open sources (Euro-region statistics, Interreg reports) is mandatory, but must be accompanied by proper references. Any manifestations of plagiarism or copying of other people's grant applications without their own conceptual processing are unacceptable. Artificial intelligence can be used as a tool for collecting information or structuring text, but the final strategic decision and justification should belong to the student.

#### 2. Visits and deadlines.

Since the course is applied in nature and involves working on joint initiatives, attending practical classes is critical for building team interaction skills. The timeliness of submission of project documentation is considered as an indicator of the manager's professional reliability. Works submitted in violation of deadlines without valid reasons are evaluated at a reduction coefficient. Active participation in discussions and role-playing games during the semester allows you to accumulate points for automatic credit.

#### 3. Professional ethics and communication.

During classes, business etiquette and respect for the opinions of colleagues are encouraged, which imitates the environment of cross-border negotiations. Students should demonstrate tolerance and understanding of the cross-cultural characteristics of partners, which is an integral part of the management of connections in Euroregions. The official communication channel is the training platform (ZOOM) and corporate mail, where correspondence must comply with the standards of business ethics.

#### 4. Working with digital resources.

Applicants are required to use the current regulatory framework and verified information resources (official websites of TCS programs, EU statistical databases). During the presentation of the results of independent work, the use of data visualization tools and digital platforms for project management is encouraged.

#### 5. The procedure for appealing grades and retaking them.

The student has the right to clarify the received grade for the practical task or MCR within three working days after its announcement. Retaking or finalizing project tasks is possible within the time limits specified in the schedule of the educational process, provided that the minimum mandatory amount of work is completed.

### **Recommended sources of information**

#### **Basic literature:**

1. On International Territorial Cooperation of Ukraine: Law of Ukraine dated 24.04.2024 No. 3668-IX. Bulletin of the Verkhovna Rada of Ukraine dated 13.08.2024. 2024 No. 30. Art. 213. URL: [zakon.rada.gov.ua/laws/show/3668-20#Text](http://zakon.rada.gov.ua/laws/show/3668-20#Text).
2. European Framework Convention on Transboundary Cooperation between Territorial Communities or Authorities: Madrid Convention of May 21, 1980: ratified by the Law of Ukraine of September 21, 1993, No. 3432-XII. URL: [https://zakon.rada.gov.ua/laws/show/994\\_079](https://zakon.rada.gov.ua/laws/show/994_079)
3. Customs Code of Ukraine: Law of Ukraine of March 13. 2012, No. 4495-VI. URL: <https://zakon.rada.gov.ua/laws/show/4495-17>
4. Tax Code of Ukraine: Law of Ukraine of 02 December. 2010, No. 2755-VI. URL: <https://zakon.rada.gov.ua/laws/show/2755-17>
5. On Foreign Economic Activity: Law of Ukraine of April 16, 1991, No. 959-XII. URL: <https://zakon.rada.gov.ua/laws/show/959-12>
6. On Currency and Currency Operations: Law of Ukraine of June 21, 2018, No. 2473-VIII. URL: <https://zakon.rada.gov.ua/laws/show/2473-19>
7. On the regulation of commodity exchange (barter) operations in the field of foreign economic activity: Law of Ukraine of December 23. 1998, No. 351-XIV. URL: <https://zakon.rada.gov.ua/laws/show/351-14>
8. Official rules for the interpretation of trade terms of the International Chamber of Commerce (Incoterms 2020). URL: <https://iccwbo.org/resources-for-business/incoterms-rules/incoterms-2020/>

#### **Additional literature:**

1. Avdieyeva K., Kobylkin D. Review of approaches to the management of cross-border projects in the field of security. *Bulletin of the Lviv State University of Life Safety*. 2024. № 30. Pp. 205–219 DOI: <https://doi.org/10.32447/20784643.30.2024.20>
2. Volkova N. Cross-border cooperation of Ukraine with the EU countries in the conditions of the Russian-Ukrainian war. *Economy and society*. 2023. Vol. 48. DOI: <https://doi.org/10.32782/2524-0072/2023-48-52>
3. Golovchanska V. I. European Experience of Cross-Border Cooperation: Prospects for Implementation in Ukraine. *Regional Economy*. 2024. № 4 (114). Pp. 137–145 DOI: <https://doi.org/10.36818/1562-0905-2024-4-15>
4. Zgurska Y. Cross-border cooperation as a driver for the development of international business tourism. *Socio-economic problems and the state*. 2023. Vol. 2 (29). Pp. 39–47. DOI: <https://doi.org/10.33108/sepd2023.02.039>
5. Zelich V. V. Theoretical Foundations of Cross-Border Cooperation of Enterprises. *Economy and society*. 2018. Vol. 19. URL: [https://economyandsociety.in.ua/journals/19\\_ukr/115.pdf](https://economyandsociety.in.ua/journals/19_ukr/115.pdf)
6. Kobelya-Zvir M. Grant Programs of Cross-Border Cooperation: Opportunities, Prospects, Obstacles. *Economic space*. 2023. Vol. 186. Pp. 44–48 DOI: <https://doi.org/10.32782/2224-6282/186-8>
7. Kornelyuk O., Matyushok V. Cross-border programs and projects in Ukraine. *International Relations, Public Communications and Regional Studies*. 2021. № 2 (10). Pp. 199–212
8. Kurkova K. M., Danylenko A. O. Cross-border Entrepreneurship: Conceptual Approaches to Settlement. *Scientific Bulletin of Uzhhorod National University. Series: Law*. 2025. Vol. 91. Part 3. DOI: <https://doi.org/10.24144/2307-3322.2025.91.3.17>

9. Reengineering of Business Processes on the Basis of Regional Marketing as a Tool for Cross-Border Cooperation with the EU / N. V. Pysarenko, O. P. Tyshchenko, L. P. Gulyaeva et al. *Scientific innovation and advanced technology*. 2024. № 2 (30). URL: <https://ir.kneu.edu.ua/server/api/core/bitstreams/2a78c778-e52f-441b-b730-9466974bc659/content>
10. Selmenskyi M. S. Analysis of cross-border cooperation as a form of stable partnership between Ukraine and the EU. *Journal of the Kyiv University of Law*. 2023. № 3. Pp. 244–247
11. Cross-border cooperation as a tool for local and regional development: analyt. add. / V. V. Khymynets, A. A. Golovka, O. I. Mirus. Kyiv: NISD, 2021. 47 p. URL: [https://niss.gov.ua/sites/default/files/2021-05/block\\_transkordon.pdf](https://niss.gov.ua/sites/default/files/2021-05/block_transkordon.pdf)
12. Yurkiv A. M. Development of cross-border cooperation in the conditions of European integration of Ukraine. *BUSINESSINFORM*. 2024. № 3. Pp. 57–62 DOI: <https://doi.org/10.32983/2222-4459-2024-3-57-62>

### **Information resources:**

#### **Official state and international portals:**

1. Cross-Border Cooperation Portal (Ministry of Communities and Territories Development of Ukraine) URL: <https://mindev.gov.ua/diialnist/mizhnarodna-spivpratsia>
2. National Institute for Strategic Studies (NISS) URL: <https://niss.gov.ua/>
3. State Customs Service of Ukraine URL: <https://customs.gov.ua/>

#### **European resources and cooperation programs:**

1. Association of European Border Regions (AEBR) URL: <https://www.aebr.eu/>
2. Interreg.eu —URL: <https://www.interreg.eu/>
3. Poland – Ukraine Program URL: <https://www.pl-ua.eu/>

#### **Statistical and analytical bases:**

1. State Statistics Service of Ukraine (State Statistics Service) URL: <https://ukrstat.gov.ua/>
2. Eurostat URL: <https://ec.europa.eu/eurostat>
3. Trade Map (International Trade Centre) URL: <https://www.trademap.org/>