

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

**Danube branch**



**SYLLABUS**

*of the academic discipline (selective)*

***EXPORT-IMPORT STRATEGIES 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>Export-import strategies 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	There is no
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 course "Design of export-import strategies of enterprise" is focused on the formation of a systematic vision of foreign economic activity as a key factor of business competitiveness in the context of globalization. The course covers methods for developing strategic plans for entering foreign markets, choosing the optimal forms of export-import operations, managing customs and currency risks. to adapt the company's strategy to the requirements of world standards and regulations.

**The subject of the discipline** is a set of principles, methods and tools of strategic planning that ensure the effective implementation of the export-import potential of the enterprise in international markets.

**The aim of the discipline** is to form future managers professional competencies in the design and implementation of comprehensive foreign economic strategies aimed at maximizing financial results from export and import operations.

**The objectives of the discipline** are to study the algorithm for developing export and import strategies, taking into account the specifics of the industry and the market. The course provides for mastering the methods of analyzing the international environment (PESTEL, SWOT), the study of the legal regulation of foreign economic activity and the rules of Incoterms. An important task is to teach students to design a system of interaction with foreign partners, calculate the budget of export-import projects and assess the impact of foreign trade activities on the overall strategic sustainability of the enterprise.

As a result of studying the selective educational component "Export-import strategies of the enterprise", applicants must:

**Know:**

- typology of export-import strategies and conditions for their effective application;
- regulatory framework and international rules for the interpretation of trade terms (Incoterms 2020);
- stages of designing a foreign economic strategy: from market selection to evaluation of results;
- instruments of state regulation and support of export-import activities;
- methods of minimizing risks in foreign trade operations.

**Be able to:**

- justify the choice of the target foreign market on the basis of a comprehensive analysis;
- to develop marketing and logistics components of the export-import strategy;
- design the structure of a foreign economic contract and calculate its economic efficiency;
- analyze the competitive environment and adapt the product offer to the requirements of foreign consumers;
- to form a set of measures to neutralize currency, logistics, and legal risks.

**Prerequisites for the discipline.** The course is based on the system of knowledge of compulsory disciplines: Management on the general logic of management; Economic Theory and Macroeconomics on understanding world economic relations; Finance, Money and Credit on currency relations; as well as Operational Management in terms of the organization of production and logistics processes.

**Post-requisites for the discipline.** The acquired competencies directly correlate with the simultaneous study of the courses Strategic Enterprise Management and Fundamentals of Project Management (8th semester), since the development of an export-import strategy is considered as a strategic business development project. The results of the training are used in the preparation of the bachelor's graduation qualification work, in particular in substantiating the directions for increasing the international activity of the enterprise.

## Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Theoretical Foundations and Regulatory Regulation of Export-Import Activities	<p><b>Teaching methods:</b></p> <ul style="list-style-type: none"> <li>– problematic lectures on the choice between expansion and strategic retreat in foreign markets, educational discussions on the ethical aspects of international trade and overcoming barriers in foreign economic activity;</li> <li>– multimedia presentations of successful cases of Ukrainian enterprises entering the EU markets, viewing and analysis of video materials on the work of customs hubs and international logistics centers.</li> <li>– workshops on calculating export prices under various conditions of Incoterms 2020, trainings on assessing currency risks and building financial forecasts for foreign trade operations.</li> <li>– role-playing games "Exporter — Foreign Counterparty", modeling the process of concluding an international contract, case study on adapting the product offer to the specific requirements of foreign regulations and standards.</li> </ul> <p><b>Assessment methods</b></p> <ul style="list-style-type: none"> <li>– express testing of knowledge of the regulatory and legal regulation of foreign economic activity, assessment of the activity and reasoning of the position when discussing strategies for entering target markets.</li> <li>– development of the "Strategic Map of Access to the Foreign Market", formation of a package of documents for customs clearance of goods according to given cases, preparation of analytical notes on the assessment of the competitiveness of the export product.</li> <li>– demonstration of skills in working with international databases (Trade Map, ITC), techniques for justifying the choice of basic terms of supply and conducting business correspondence with foreign partners during practical classes.</li> </ul>
Topic 2	Diagnostics of the export-import potential of the enterprise	
Topic 3	Analysis of the international environment and selection of target markets	
Topic 4	Classification and selection of strategies for entering foreign markets	
Topic 5	Design of logistics support for export-import operations	
Topic 6	Strategic management of foreign economic activity on the basis of controlling	
Topic 7	Economic Assessment and Risks of the Export-Import Strategy	
Topic 8	Adaptation of enterprise strategies to martial law and global digitalization	
<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 for the development and implementation of foreign economic 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 choose optimal strategies for entering foreign markets, argue for the choice of basic terms of supply according to Incoterms 2020, recognize risks in international contracts and find effective solutions to optimize customs and logistics processes in difficult management situations.

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

- protection of the results of business games (analysis of the chosen strategy of expansion into the market);
- presentation of individual projects for preparation for export-import operations (SWOT analysis of the market and selection of an entry model);
- participation in role modeling of interaction with foreign counterparties and customs brokers;
- professional discussions on the ethics of international business and cross-cultural features of foreign trade management.

Written and practical types of work include:

- performing tests for knowledge of the legal and legal regulation of foreign economic activity and international trade rules;
- solving situational problems (case study) on the calculation of contract prices and neutralization of currency risks;
- preparation of plans-scenarios for logistics support of goods;
- preparation of analytical notes based on the results of diagnostics of the export potential of the enterprise.

Control methods combine express surveys, checking the correctness of drafted foreign economic contracts and analytical reports, as well as monitoring the activity of applicants in solving applied problem situations related to the design of strategies in the multilateral and cross-cultural environment of global markets.

### 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 2 (Topic 5)	Seminar 4 (Topic 6)	Seminar 5 (Topic 7)	Seminar 6 (Topic 8)	Module assessment task	Pass /Fail	
Independent work	4	4	4	4	4	4			

\*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 achievements of the applicant during the semester are taken into account, including the quality of strategic case development, the results of modular control and the skill of substantiating logistics and financial schemes in foreign economic activity, ensuring the transparency of the formation 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 Incoterms 2020 rules, methods for selecting target markets and export/import regulations. In addition, the work involves the implementation of practical tasks that help to test the skills of independent design of foreign economic operations, in particular, the ability to calculate contract prices, form a package of documents for customs clearance and choose methods to minimize currency risks.

Criteria for evaluating the ICR:

- "Excellent" (90–100% points): the student provided correct answers to test questions, developed an impeccable strategic plan for entering the market, demonstrated a deep understanding of foreign trade tools and the ability to flexibly adapt logistics schemes to contract requirements.
- "Good" (75–89% of points): the student generally coped with the tasks, but made insignificant inaccuracies in justifying the choice of basic terms of supply or chose not the most effective method of risk insurance 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 an export strategy (for example, incorrectly calculated customs payments).
- "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 regulatory framework and forms of international reporting.

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

The applicant's independent work (analysis of cases on entering the EU markets, preparation of export profiles of goods, elaboration of additional sources on customs controlling and cross-cultural ethics of business relations) is evaluated based on the results of checking the completed tasks or their defense during practical classes.

- 4 points ("Excellent"): the applicant demonstrated a creative approach, a deep understanding of the situation in international markets and the ability to independently choose the optimal foreign trade tools to solve the problem. The work was done flawlessly: the proposed strategy is rational, thorough conclusions were made to minimize logistical risks. The task was delivered on time.
- 3 points ("Good"): the task is completed in full, the results of the market analysis are correct, but minor inaccuracies are made in the interpretation of customs regulations or financial instruments of settlement are irrationally chosen (for example, excessive attention to traditional methods instead of digital tools).

- 2 points ("Satisfactory"): the work is completed, but contains significant shortcomings: errors in the structuring of the export project, lack of options for market diversification; 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 performed fragmentarily, contains gross errors in the choice of market strategy (which would lead to the failure of a real foreign trade operation), 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	Satisfactory	Unsatisfactory
4	4	3	2	0-1

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

To stimulate the creative activity of applicants and encourage in-depth study of modern instruments of foreign economic activity (FEA) and methods of designing international strategies, incentive (bonus) points are provided. Additional activities include activities performed in excess of the mandatory volumes of the work program.

##### 3.1. Research and applied activities in the field of foreign economic activity

Points are awarded for demonstrating the ability to use professional tools of an analyst and strategist to solve non-standard tasks in world markets:

- participation in scientific and practical conferences and seminars on international trade, customs regulation, logistics or peculiarities of entering the EU markets — from 3 to 5 points.
- development of author's applied solutions, such as the creation of complex "export passports" of the product for new markets, the design of logistics chains in force majeure conditions or the development of algorithms for minimizing customs risks — up to 6 points.
- participation in specialized case championships, business simulations in foreign trade, international management olympiads, or customs dispute resolution tournaments — from 5 to 10 points.
- analytical work on the study of foreign market conditions or preparation of comparative reports based on the results of the study of non-tariff barriers in partner countries — up to 5 points.

##### 3.2. Academic discipline and systematicity

Incentive points are awarded for a high level of self-organization, compliance with deadlines and professional ethics of the foreign trade manager:

- Attendance of all lectures and practical classes without skipping is 3 points.
- High-quality systematization of the educational material, including the availability of a structured guide to the Incoterms 2020 rules, customs value calculation schemes and examples of standard international contracts — 2 points.
- Independent mastery of additional tools that go beyond the program, for example, studying specialized platforms (Trade Map, Market Access Map), obtaining certificates for export or customs declaration courses — 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 "Design of export-import strategies of the 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 designing a foreign economic transaction (for example, calculating the cost of a contract under certain conditions of Incoterms 2020). 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 provided practical tasks (market analysis cases and strategic plans for entering foreign markets) have the right to receive credit automatically.

The procedure for forming an assessment:

1. Students who complete all the assigned tasks (including the development of strategic profiles and analytical reports) and score a total of 60 points or higher receive a final grade without additional testing based on the current ranking.
2. Students who have a score below 60, subject to the mandatory minimum of work, as well as those who want to improve their result, 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 academic discipline is based on the principles of professional responsibility, academic integrity and practical orientation, which is critically important for future specialists in international business.

### 1. Academic Integrity:

- It is expected that all practical tasks, contract calculations and strategic plans will be completed by the student independently.
- Any form of plagiarism, the use of other people's analytical reports without proper references, or copying the strategies of real companies from open sources without its own processing are unacceptable.
- The use of artificial intelligence tools is allowed only for collecting statistical data or structuring information, subject to the obligatory critical verification of the results and references to sources.

### 2. Attendance and Deadlines:

- Since the discipline is taught in the 8th semester and has an applied nature, attending practical classes is mandatory for mastering the methods of calculating foreign economic transactions.
- Compliance with deadlines is critical: the timely provision of strategic developments and cases is encouraged by bonus points.
- Works submitted in violation of the established deadlines without valid reasons are evaluated by a reduction coefficient (according to the criteria for evaluating independent work).

### 3. Active participation and professional ethics:

- Students should take an active part in role-playing games (modeling interaction with customs, counterparties) and discussions on the ethical aspects of international trade.
- During classes, business etiquette and respect for the opinions of colleagues are encouraged, which imitates the real environment of international negotiations.
- Use of digital resources:
- Students are required to comply with the rules for working with licensed databases and analytical platforms (such as Trade Map or official resources of the State Fiscal Service of Ukraine).
- Communication between the teacher and students is carried out through official learning platforms (Moodle, corporate mail) in compliance with the standards of business correspondence.

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

- The results of the current control and the MCR can be appealed in accordance with the established procedure within three working days after the announcement of the points.
- Redrafting of debts takes place within the time limits specified by the institution, provided that the minimum amount of practical work is performed.

## **Recommended sources of information**

### **Basic literature:**

1. Customs Code of Ukraine: Law of Ukraine of March 13. 2012, No. 4495-VI. URL: <https://zakon.rada.gov.ua/laws/show/4495-17>
2. Tax Code of Ukraine: Law of Ukraine of 02 December. 2010, No. 2755-VI. URL: <https://zakon.rada.gov.ua/laws/show/2755-17>
3. On Foreign Economic Activity: Law of Ukraine of April 16, 1991, No. 959-XII. URL: <https://zakon.rada.gov.ua/laws/show/959-12>
4. 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>
5. 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>
6. 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/>
7. Consolidated versions of the Treaty on European Union and the Treaty on the Functioning of the European Union: (2012/C 326/01). URL: [https://zakon.rada.gov.ua/laws/show/994\\_b06](https://zakon.rada.gov.ua/laws/show/994_b06). Guillermo C. Jimenez. ICC guide to export-import. FOP Larin M. E., 2023. 272 p.
8. Ensuring the development of export-import activities of enterprises: col. monogr. / L. M. Malyarets, T. P. Sklyar, A. O. Vizhunov et al. Kharkiv: Liburkina L. M., 2025. 226 p. URL: <https://repository.hneu.edu.ua/bitstream/123456789/36238/1/Monograph%20Ensuring%20development%20export-import%20activity%20enterprises%20Malyarets%20and%20in..pdf>

#### **Additional literature:**

1. Business during the war: how many entrepreneurs started working "abroad". Economic truth. 2022. 27 September. URL: <https://www.epravda.com.ua/news/2022/09/27/691914/>
2. Ukraine's Export Strategy 2030: How Not to Lose Agricultural Markets? AgroPolit.com. 2025. 19 June. URL: <https://agropolit.com/spetsproekty/1051-eksportna-strategiya-ukrayini-2030-roku-yak-ne-vtratiti-agrarni-rinki>
3. Ivanov S. V., Lyashenko V. I., Osadcha N. V. Strategic directions of formation of the export strategy of Ukraine in the conditions of economic recovery. Economic Bulletin of Donbas. 2022. № 1 (67). Pp. 16–27 DOI: [https://doi.org/10.12958/1817-3772-2022-1\(67\)-16-27](https://doi.org/10.12958/1817-3772-2022-1(67)-16-27)
4. Kvaktun O. O., Verteletska O. M., Grebennikov V. Peculiarities of the Strategy of Import of Ukrainian Enterprises. Economic Space. 2017. № 126. URL: <http://srd.pgasa.dp.ua:8080/bitstream/123456789/700/1/Kvaktun.pdf>
5. Kononenko Y. V. Economic Assessment of the Efficiency of Export-Import Activities of Industrial Enterprises: diss. ... Cand. Econ. Sciences. Kharkiv, 2018. URL: <https://files01.core.ac.uk/download/pdf/324236829.pdf>
6. Cross-sectoral export strategy "Improving skills" (research 2019-2023) / Ministry of Economic Development, Trade and Agriculture of Ukraine. URL: <https://me.gov.ua/download/308d7f4c-4b86-42ad-b526-3cd3e0023cd9/file.pdf>

7. Krutik Y. V., Stolyar Y. A. Content of the Concepts of "Export" and "Import" as Objects of Public Administration. Scientific Notes of V. I. Vernadsky TNU. Series: Public Administration. 2020. T. 31 (70). № 5. DOI: <https://doi.org/10.32838/TNU-2663-6468/2020.5/24>
8. Lipysh L. G., Fatenok-Tkachuk A. O. Strategies of Enterprises Coming to Foreign Markets [Electronic resource]. URL: <https://nasplib.isoftware.kiev.ua/server/api/core/bitstreams/5c850e72-2ad8-402c-b18c-4259476c64a6/content>
9. Malyarets L. M., Denysiuk O. V., Kulikov O. P., Fatyanov D. V. Strategy of Efficiency of Export-Import Potential Use. Problems of Economics. 2023. № 1 (55). URL: [https://www.problecon.com/export\\_pdf/problems-of-economy-2023-1\\_0-pages-49\\_57.pdf](https://www.problecon.com/export_pdf/problems-of-economy-2023-1_0-pages-49_57.pdf)
10. Malyarets L. M., Otenko I. P., Morgun G. V. Strategic management of export-import activity of the enterprise on the basis of controlling: monograph. Kharkiv: KhNEU. S. Kuznetsya, 2017. 193 p.
11. Prokopyshyn O. S. Development of forecasts of export-import operations in the system of foreign economic activity. Management of Economy: Theory and Practice. Sciences. Pr. Kyiv: IEP NASU, 2020. Pp. 252–260
12. Export strategists. What plan does the Ministry of Agriculture have for the development of trade? Agravery.com. URL: <https://agravery.com/uk/posts/show/strategi-eksportu-akij-plan-minapk-mae-dla-rozvitku-torgivli>

#### **Information resources:**

1. Internet portal "Diia.Business. Export direction". URL: [https://export.gov.ua/1-iaek\\_eksportuvati/](https://export.gov.ua/1-iaek_eksportuvati/)
2. Ministry of Economy of Ukraine. URL: <https://me.gov.ua/News/Detail?lang=uk-UA&id=1487b1f5-eeb7-4946-b9c8-3370f20568a2&title=UkrainaV2022-RotsiEksportuvala>
3. Forbes. State Customs Service. URL: <https://forbes.ua/company/golovniy-rinok-yak-rozvivatsya-i-zrostaie-ukrainskiy-eksport-v-es-02032023-12061>