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Chair of Marketing and Economic Theory

BUSINESS SKILLS

METHODOLOGICAL RECOMMENDATIONS
for preparing for seminars

for applicants for the specialty D5 Marketing of the first (bachelor's) level of higher education

Considered and recommended at a meeting of the Chair of o Marketing and Economic Theory

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Author: Vasylenko V.A. Doctor of Pedagogics, Professor, Professor of the Department of Marketing and Economic Theory

Reviewer: Ruslana Zhovnovach, Doctor in Economics, Professor, Heads of the Department of Marketing and Economic Theory

ЗМІСТ

INTRODUCTION 4

1. PROGRAM OF EDUCATIONAL DISCIPLINE 5

2. RECOMMENDATIONS FOR PREPARING FOR SEMINARS 7

3. EVALUATION SYSTEM AND REQUIREMENTS 27

4. RECOMMENDED READING 28

INTRODUCTION

Seminars are a staple and one of the most influential teaching methods in higher education. They offer students more than just theoretical knowledge; they cultivate an environment for engaging discussions, practical application, and critical assessment. Unlike traditional lectures, seminars thrive on active student participation and dialogue, enabling a deeper comprehension of subjects and fostering independent thought.

In the context of studying Business Skills, seminars are particularly invaluable. They create a dynamic learning space that allows students to hone the essential skills needed for a successful professional career. Through seminars, students can enhance their abilities in communication, teamwork, presentation, analysis, and problem-solving. They also learn to articulate and defend their opinions, engage actively in conversations, assimilate feedback, and apply theoretical concepts to real-world business scenarios.

For those pursuing a bachelor's degree in Marketing (specialty D5 Marketing), seminars are key to their professional training. Future marketers must excel in communicating effectively with consumers, colleagues, business partners, and stakeholders. The ability to analyze information, construct persuasive arguments, present ideas clearly, collaborate effectively, and make well-informed decisions is crucial. Regular seminar participation nurtures both scholastic knowledge and the practical business acumen required for future careers.

These methodological guidelines aim to assist students in effectively preparing for and participating in seminars within the Business Skills discipline. They provide strategies for independent study organization, engaging with recommended literature and information sources, preparing oral presentations, participating in discussions, completing practical tasks, and reflecting on seminar outcomes.

The guidelines stress the importance of active and responsible student involvement in the learning process. Effective seminar preparation goes beyond merely reading assigned materials. Students are encouraged to pinpoint core ideas, dissect relevant information, pose thoughtful questions, compare perspectives, and relate theoretical knowledge to authentic business and marketing contexts.

This comprehensive preparation enables meaningful contributions to discussions and enhances understanding of the topics covered. A significant emphasis is placed on developing professional English communication skills. Students are urged to expand their business-related vocabulary, refine language use in presentations and discussions, and enhance their ability to communicate effectively in both academic and professional settings. Suggested activities include individual and group work, case studies, role plays, problem-solving tasks, presentations, debates, and other interactive forms of learning.

Successfully completing seminar tasks requires consistent preparation, active participation, respect for diverse opinions, and a cooperative spirit. Seminars should be approached as opportunities to test knowledge, receive constructive feedback, refine communication strategies, and build confidence in expressing ideas in English. The skills and knowledge gained from these activities will not only aid academic success but also support professional growth in the marketing field. Purpose of the Methodological Recommendations

The purpose of these guidelines is to equip students with practical strategies for effective seminar preparation in Business Skills while supporting the development of:

- Business and professional communication skills
- Academic and professional vocabulary
- Critical and analytical thinking
- Presentation and public-speaking abilities
- Discussion and argumentation proficiency
- Teamwork and collaboration
- Problem-solving and decision-making capabilities - Application of theoretical knowledge to practical marketing and business situations
- Confidence in communicating in English within academic and professional contexts.

By adhering to these recommendations, students will be better equipped to actively engage in seminars, showcase their knowledge, complete practical assignments, and develop competencies that are essential for modern marketing professionals.

1. PROGRAM OF EDUCATIONAL DISCIPLINE

Topic 1. Essential Business Skills
1. Hard and “soft” skills.
2. Skills that billionaires possess.

Topic 2. R. Branson: How to Improve Your Leadership Skills
1. Introduction to Richard Branson
2. Life and business career
3. Richard Branson`s phylosofy of business in his own words
4. How to improve your leadership skills
5. Conclusion

Topic 3. Oprah Winfey: The Billionaire Mentality
1. Life and career
2. Personal wealth
3. Charity projects
4. On hard work, success and wealth 5. Oprah Winfrey on the billionaire mentality

Topic 4. Ingvar Kamprad: Success Story of IKEA
1. Early life
2. The foundation of IKEA
3. Furniture – this is what we need
4. IKEA explores overseas Markets

5. Ingvar Kamprad's business philosophy

Topic 5. Arnold Schwarzenegger As A Businessman
1. Early life and education
2. Bodybuilding career
3. Acting career
4. Political career
5. Business career
6. Personal life
7. Conclusions

Topic 6. Mcdonald`s: Doing Business Globally
1. Important facts about the company
2. Some history
3. Global operations
4. MacDonald`s business model
5. Conclusions

Topic 7. Bernard Arnault: Luxury Business
1. Early life and education.
2. The Arnault model: balancing financial discipline and creativity.
3. The secrets of Arnault`s success.

Topic 8. Walt Disney As A Businessman
1. Early life and career of Walt Disney
2. Snow White and the seven dwarfs
3. Disnayland
4. Enterpreneurial Skills of Walt Disney

Topic 9. Jeff Bezos: Rules For Success
1. Early life and education
2. Business career

Jeff Bezos` Leadership Style and Rules for Success in Business

Topic 10. Muhammad Yunus: Banker To The Poorest
1. Early life, education and career
2. Grameen Bank
3. Muhammad Yunus`s philosophy of social business

2. RECOMMENDATIONS FOR PREPARING FOR SEMINARS

Topic 1. MOST ESSENTIAL BUSINESS SKILLS

I. Processing of lecture material on such points:

1. Hard and “soft” skills.
2. Skills that billionaires possess.
3. Visionary and independent thinking.
4. Risk-taking and embracing Failure.
5. Resilience and persistence.
6. Hard … but smart work.
7. Entrepreneurial mindset.
8. Leadership and teambuilding.
9. Continuous learning.

II. List of questions for discussion:

1. What is the difference between hard and “soft” skills?
2. What can soft skills include?
3. Are soft skills essential in doing business? Do you agree with leadership strategist Dan Pontefract who stated that "soft skills" are the glue that holds people, teams, and business units together”?
4. Can you name billionaires who possess soft skills on a great level? Could Jack Ma be a good example?
5. What are the key skills that make billionaires who they are?
6. What is “visionary thinking”? Do you agree that a visionary leader is forward-thinking, constantly seeking new possibilities, and focused on creating a better future for his firm? Steve Jobs (Apple Inc.), Elon Musk (Tesla, SpaceX), Indra Nooyi (PepsiCo) and Richard Branson (Virgin Group) are universally recognized examples of visionary leaders. Do you know why?
7. What is “independent thinking”? Why is it essential in business? Do you agree that independent thinking is the ability to approach problems and challenges with a fresh perspective, generate new ideas, and make decisions based on facts and your own judgement? Can you comment Albert Einstein`s statement: “The development of general ability for independent thinking and judgment should always be placed foremost, not the acquisition of special knowledge”?
8. Is risk-taking important in business? Can you do business with no risk at all? Are there some advantages that taking risks has to offer? The world's first confirmed U.S. dollar billionaire John D. Rockefeller once said: "If you want to succeed, you should strike out on new paths, rather than travel the worn paths of accepted success." Usually business risks factors include: natural disasters and emergencies, economic conditions, government regulations or policies, technical problems or cyber security threats, legal issues, criminal activity, negative media coverage, staffing issues. Can you add something more?
9. Do you think that failures in business are inevitable? What are you going to do when a failure comes? Be sad, regret the day you started your business venture

or, remembering examples of successful billionaires, embrace failure as a learning opportunity, and find the way to do things differently?

10. Is resilience is a skill, like riding a bike? Can you develop it? Please, comment Lakshmi Mittal`s words: "Everyone experiences tough times; it is a measure of your determination and dedication how you deal with them and how you can come through them."

11. What is entrepreneurial mindset? Do you agree that an entrepreneurial mindset means thinking creatively, taking calculated risks and having the determination to turn ideas into reality, being proactive, adaptable and focused on continuous growth and learning?

12. Why is good leadership important for a business? Business leadership includes first of all making decisions, setting goals and providing direction. Is it really so? What is your opinion?

13. Can explain Jeff Bezos`s conception of “two-way doors and one way door” decisions? Which decisions should be elevated up to the senior executives?

14. What is CEO? Do you want to be one of them?

15. Keep learning, to keep earning! Do you agree that in today's knowledge economy, continual learning is an imperative, not an option?

III. Individual work:

1. Read and analyze Forbes World`s Billionaires List (https://www.forbes.com/billionaires/)

2. Listen and analyze Winfrey, Oprah. On Billionaire Mentality (https://www.youtube.com/watch?app=desktop&v=hLEqWWoRMf8)

Topic 2. RICHARD BRANSON: HOW TO IMPROVE YOUR LEADERSHIP SKILLS

I. Processing of lecture material on such points:

1. Introduction to Richard Branson
2. Life and business career
3. Richard Branson`s philosophy of business in his own words
4. How to improve your leadership skills

II. List of questions for discussion:

1. Do you agree that due to his work in business, his taste for adventure and his books and for his humanitarian work, Richard Branson has become a prominent global figure? Do not forget that he holds seven world records, according to the “Guinness Book of World Records”.

2. Do you know why he may be addressed “Sir Richard Branson”?

3. Richard Branson has no university degree! His education was short; he was in fact a high school dropout. What was the reason for that?

4. Do you think it is incredible that Richard Branson started his first business aged 16? Were Branson's parents supportive of his endeavours from an early age?

5. Richard Branson owns a private island (Necker Island is one of the British Virgin Islands located in the Caribbean Sea). What are reasons for that?

6. Why the Virgin Records recording studio was quite successful? May be, because Richard Branson leased studio time to fledgling artists and controversial bands such as the “Sex Pistols”?

7. When was Branson's first successful entry into the airline industry? Could it be an example of an innovative approach to business problems?

8. In 1992, to keep his airline company afloat, Branson sold the Virgin label to EMI for £500 million ($1 billion).

9. Was it an easy decision?

10. In 2004 Richard Branson did a programme called “The Rebel Billionaire” for Fox Television [a pre-cursor of Donald Trump’s “The Apprentice”. Was it beneficent for his business?

11. In 2020, during the COVID-19 pandemic which saw a dramatic decline in international air travel of around 60% globally, Branson and Virgin attracted criticism by asking staff to take eight weeks' unpaid leave. What other steps were taken in response to the global pandemic?

12. Branson has been involved in a number of failed business ventures. However, he holds an optimistic view of failure. In his book “Like a Virgin: Secrets They Won't Teach You at Business School” he wrote: "I suppose the secret to bouncing back is not only to be unafraid of failures but to use them as motivational and learning tools... There's nothing wrong with making mistakes as long as you don't make the same ones over and over again." Could you comment it?

13. Richard Branson said: “One thing is certain in business. You and everyone around you will make mistakes. When you are pushing the boundaries this is inevitable – but it’s important to recognise this. We need to look for new ways to shape up to the competition. So we trust people to learn from mistakes; blame and recriminations are pointless. A person who makes no mistakes, makes nothing”. What is your opinion of the quote?

14. Do you agree with Richard Branson`s statement: “A good PR story is infinitely more effective than a front page ad”?

15. Richard Branson: “Whenever something goes wrong or you find yourself at a disadvantage, the best way to handle it is to turn the negative into a positive by thinking originally.” Is it really the way out?

16. Richard Branson: “Surround yourself with people that are smarter than you, give them everything they need to grow, and your business will thrive.” Is it really true?

III. Individual work:

1. Read and analyze Richard Branson`s profile in Forbes (https://www.forbes.com/profile/richard-branson/)

2. Watch Richard Branson: documentary (https://hdrezka.ag/series/documentary/53535-brenson-2022.html#t:238-s:1-e:3).

Topic 3. OPRAH WINFREY: THE BILLIONAIRE MENTALITY

I. Processing of lecture material on such points:

1. Life and career
2. Personal wealth
3. Charity projects
4. On hard work, success and wealth
5. Oprah Winfrey on the billionaire mentality

II. List of questions for discussion:

1. Oprah Gail Winfrey is an American talk show host, television producer, actress, author, and media proprietor. She is best known for her talk show, "The Oprah Winfrey Show". Is it so?
2. For how long did "The Oprah Winfrey Show", broadcast from Chicago, run in national syndication?
3. Winfrey became a millionaire at the age of 32? Could you comment it?
4. Oprah Winfrey transitioned her hit talk show, which ran for 25 years until 2011, into a media and business empire. Was she a successful entrepreneur?
5. As a girl, Oprah had never even dared to dream of being on the cover of "Vogue". In 1998 (she was 44) the magazine's editor told Oprah, that she would have to lose weight before she would be invited to pose for the cover. Oprah promised to lose at least 20 pounds (9,07185 kg) by the day of the photo shoot. Did she make it?
6. Over the years, Winfrey has gone through repeated cycles of shedding pounds of weight, only to put them all back on again. On one of her famous diets, she lost 67 pounds (30, 3907 kg). In order to show her audience just how much that is, she pulled 67 pounds of greasy animal fat into the studio in a small red wagon. To drive the point home, she tried to lift the bag of wobbly fat. "Is this gross or what? It's amazing to me, I can't lift it, but I used to carry it around every day." What do you think about it?
7. When did Oprah Winfrey become the first black female billionaire, according to Forbes? Did it happen in 2003?
8. Can you agree with Oprah`s statement: "There is none worth the price you pay in lost time"?
9. Oprah Winfrey once said: "My business skills have come from being guided by my inner self – my intuition." Is it wise to trust your intuition doing business?
10. The power of Winfrey's opinions to influence consumer purchasing choices has been dubbed "the Oprah Effect". In 1996, Winfrey introduced the Oprah's Book Club segment to her television show. It focused on new books and classics and often brought obscure novels to popular attention. The book club became such a powerful force that whenever Winfrey introduced a new book as her book-club selection, it instantly became a best-seller. Was it a fair play?
11. Oprah Winfrey in her motivational speech on BILLIONAIRE MENTALITY stated: "Failure is not the opposite of success, it is part of it". Could you comment it?

12. In her speech at Essence Festival Oprah said:” I’ve come to believe that each of us has a personal calling that’s as unique as a fingerprint—and that the best way to succeed is to discover what you love and then find a way to offer it to others in the form of service, working hard, and also allowing the energy of the universe to lead you.” Is it not a recipe for success in business? And life in general?

III. Individual work:

1. Watch and analyze: Oprah Winfrey on Career, Life, and Leadership. Oprah Winfrey visited Stanford GSB in 2014 as part of the View From The Top speaker series.Stanford Graduate School of Business (https://www.youtube.com/watch?v=6DlrqeWrczs)
2. Watch and analyze: Oprah Winfrey: best motivational speech on BILLIONAIRE MENTALITY (https://www.youtube.com/watch?app=desktop&v=hLEqWWoRMf8)

Topic 4. INGVAR KAMPRAD: SUCCESS STORY OF IKEA

I. Processing of lecture material on such points:

1. Early life
2. The foundation of IKEA
3. Furniture – this is what we need
4. IKEA explores overseas Markets
5. Ingvar Kamprad's business philosophy

II. List of questions for discussion:

1. Did Ingvar’s grandmother, Francis, have a substantial positive impact on him? Did she teach her grandson to overcome the difficulties with willpower and perseverance?
2. Ingvar Kamprad used to refer to himself as a dropout. He never attended a university (school teachers could not teach him to read for a long time). But he had dyslexia. Is there a similarity with Richard Branson? And how did his dyslexia influence the business?
3. The lack of a university degree Kamprad always replaced with enthusiasm. Once, he remarked: “If you work and do not feel incorrigible enthusiasm, consider that at least a third of your life has gone down the drain.” Do you agree with this statement?
4. First bargains young Kamprad made in childhood. He bought pencils and matches in bulk, which he then resold to classmates for a profit. Was that the real school of life? Later he mentioned: “In the field of business, I guess I was a little different from the others, as I started to show business activity very early… I still remember the pleasant sensation I experienced by receiving my first profit. At the time, I was no more than five years old”.
5. The future entrepreneur set money aside. In 1943, when he was 17 years old, he added some money to the accumulated capital and opened his IKEA. What does the abbreviation “IKEA” mean?

6. IKEA is primarily known for its modernist furniture designs, simple approach to interior design, and its immersive shopping concept, based around decorated room settings within big-box stores, where customers can interact with products onsite. In addition, the firm is known for its attention to cost control and continuous product development, notably, the ready-to-assemble model of furniture sales, and other elements which have allowed IKEA to establish lower prices than its competitors. Lower prices? But how to make profit?

7. Do you know why each good in the store has its name? IKEA products are identified by one-word (occasionally, two-word) names, predominantly in the Swedish language (or otherwise Scandinavian in origin). With few exceptions, most product names are based on a special naming system developed by the company. The company founder Kamprad was dyslexic, and found that naming the furniture with proper names and words, rather than a long product code, made the products easier to identify and remember. Products are usually named after locations in Scandinavian countries, using names of places in Sweden for sofas and coffee tables, Denmark for textiles, and Norway for beds. Lamps get their names from seas and lakes, while outdoor furniture is named after islands. In 2024 the IKEA website contained about 12,000 products…?

8. As of September 2024, there are 473 IKEA stores operating in 63 countries and in fiscal year 2024, €45.1 billion worth of IKEA goods were sold. So it is a global company. May we call "a multinational conglomerate"?

9. From the very beginning Kamprad's business was targeted at customers with medium and low incomes. Soon, he invented his famous formula: "It is better to sell 600 chairs at a lower price than 60 chairs at a high price." Could you explain how it works?

10. In the early 50s, Kamprad bought a small old factory in Sweden, which let him put on a production flow of cheap furniture for his stores. It was 'nonsense' to the country where furniture had always been considered an expensive commodity. Such a risky move could not remain unnoticed by competitors. Kamprad was boycotted. The Swedish Federation of Wood and Furniture Industry was so outraged by IKEA's dumping prices that it persuaded leading loggers to cease all cooperation with IKEA. As a result, the entrepreneur had to take an unusual step in the Swedish business: he acquired some cheap furniture components from Polish suppliers. Any comments?

11. In the early 60s, Kamprad made a cognitive trip to the United States. There, he first saw how the cash and carry trade system worked. He liked the fact customers could pay in cash and carry the goods away. In 1965, the largest 31,000-square-meter IKEA Kungens Kurva store opened near Stockholm. Things were arranged there, taking into account the American experience. What do you think about continuous learning in business?

12. While IKEA's flat-pack furniture and cost-efficient business model were revolutionary, Kamprad was also known for other innovations. He played a crucial role in introducing the concept of "scandinavian modern" (a design movement which emphasizes minimalism, clean lines, functionality, and simplicity in design) to a global audience. Kamprad also championed the idea of retailtainment (a term derived from "retail" and "entertainment." It refers to the practice of making the shopping experience entertaining and engaging for customers),long before the term was coined.

13. IKEA`s founder legally avoided taxes from 1973 until 2015. Ingvar Kamprad was in favor of everything Swedish except taxes. So he spent more than 40 years paying as little as possible, both individually and for his company. What took him from Sweden in 1973 was a calculated move. The move helped fuel his company's growth into the world's biggest furniture retailer. Kamprad didn't want to pay Sweden's high taxes. So he moved to Switzerland, and spent 40 years there building his empire. He had to pay some tax in Switzerland, of course, but not the full freight he would have paid in Sweden. He made his views about Sweden's high taxes known in the 1970s, and set up residence in Switzerland. Apart from age and family, one reason to return is Sweden's now lower tax rates and reforms. The country's welfare system is less extreme than it was in the 1970s, with reduced income taxes and the abolishment of the wealth tax. Could you comment this information?

14. IKEA's founder and former CEO, Ingvar Kamprad, was renowned for his extreme frugality. He bought clothes from flea markets, recycled tea bags, and got cheap haircuts. He flew economy class when traveling and drove a 1993 Volvo for many years. His preference for budget hotels over luxury accommodations was well-known. He once said: "I'm a bit tight with money, but so what? I look at the money I'm about to spend on myself and ask myself if IKEA's customers can afford it... I could regularly travel first class, but having money in abundance doesn't seem like a good reason to waste it. If there is such a thing as good leadership, it is to give a good example. I have to do so for all the IKEA employees." And what do you think?

15. Ingvar Kamprad is known to say: "The most dangerous poison is the feeling of achievement. The antidote is to every evening think what can be done better tomorrow." A good advice, isn`t it?

III. **Individual work:**

1. Read the article: Criticism of IKEA (https://en.wikipedia.org/wiki/Criticism_of_IKEA)
2. Visit the site: IKEA Museum

Topic 5. ARNOLD SCHWARZENEGGER AS A BUSINESSMAN

I. Processing of lecture material on such points:

1. Early life and education
2. Bodybuilding career
3. Acting career
4. Political career
5. Business career
6. Personal life
7. Conclusions

II. List of questions for discussion:

1. Was Arnold Schwarzenegger`s childhood happy? In an interview with Fortune in 2004, Schwarzenegger told how he suffered what "would now be called child abuse" at the hands of his father.Was he psychologically strong to survive it?

2. At school, Schwarzenegger was academically average. He struggled with reading and was later diagnosed as being dyslexic. Why did he consider himself to be “a rebel”?

3. Schwarzenegger began lifting weights at age 15. Was bodybuilding a kind of compensation against generally unfriendly enviroment? And a ticket to a better life? During a speech in 2001, he said, "My own plan formed when I was 14 years old. My father had wanted me to be a police officer like he was. My mother wanted me to go to trade school."

4. In 1967, Schwarzenegger won the title for the first time, becoming the youngest ever Mr. Universe at age 20. He then returned to Munich, where he attended business school. The beginning of a business-like thinking?

5. Schwarzenegger, who dreamed of moving to the US since age ten, and saw bodybuilding as his avenue of opportunity, realized his dream by moving to the US in October 1968 at age 21, speaking little English.

6. In 1968, Schwarzenegger and fellow bodybuilder Franco Columbu started a bricklaying business. The business flourished thanks to the pair's marketing savvy and an increased demand. They rolled over the profits from their bricklaying venture to go on and start their own mail-order business that sold bodybuilding and fitness-related equipment and instructional tapes.

7. In 1970, at age 23, Schwarzenegger captured his first Mr. Olympia title in New York, and would go on to win the title seven times.

8. Schwarzenegger wanted to move from bodybuilding into acting, finally achieving it when he was chosen to play the title role in Hercules in New York (1970). Credited under the stage name "Arnold Strong", his accent in the film was so thick that his lines were dubbed after production. His second film appearance was as a mob hitman in The Long Goodbye (1973), which was followed by a much more significant part in the film Stay Hungry (1976), for which he won the Golden Globe Award for New Star of the Year – Actor.

9. In 1972, as a result of his early business and investment success, Schwarzenegger became a millionaire by the age of 25, well before making a name for himself in Hollywood. On the fourth year of coming to the USA!

10. After the 1975 Mr. Olympia contest, Schwarzenegger announced his retirement from professional bodybuilding. He has remained a prominent face in bodybuilding long after his retirement, in part because of his ownership of gyms and fitness magazines. He has presided over numerous contests and awards shows.

11. In 1977, Schwarzenegger's autobiography and weight-training guide, “Arnold: The Education of a Bodybuilder”, was a huge success.

12. After taking an assortment of courses at Santa Monica College in California (including English classes), as well as further upper division classes at the University of California, Los Angeles , he accumulated enough credits. In 1979, he enrolled in the University of Wisconsin–Superior as a distance education student, completing most of his coursework by correspondence and flying out to Superior to meet professors and take final exams. In May 1980, he formally graduated and earned his bachelor's degree in business administration and marketing.

13. Schwarzenegger's breakthrough film was the sword and sorcery epic Conan the Barbarian in 1982, which was a box-office hit. This was followed by a sequel, Conan the Destroyer, in 1984, although it was not as successful as its predecessor. In 1984, he made his first appearance as the eponymous character in James Cameron's science fiction action film The Terminator. It has been called his acting career's signature role.

14. Schwarzenegger overcame early career challenges due to his accent and went on to star in approximately 50 films, generating a staggering $5.5 billion at the box office. His astute deal-making allowed him to amass an estimated $500 million from his movies. In a bold move, when faced with studio hesitance to produce his first comedy, “Twins,” he opted to forgo a traditional salary in favor of nearly 20% of the film’s gross receipts. This decision paid off handsomely, as the 1988 blockbuster ultimately earned him over $35 million, far surpassing any upfront payment.

15. The governorship of Arnold Schwarzenegger began in 2003, when Arnold Schwarzenegger ran for governor of California in a recall election. He was subsequently elected Governor when the previous governor Gray Davis was recalled and Schwarzenegger placed first among replacement candidates. Schwarzenegger served the remainder of Davis' incomplete term between 2003 and 2007. Schwarzenegger was then reelected to a second term in 2006, serving out this full term and leaving office in January 2011.

16. Because of his personal wealth from his acting career, Schwarzenegger did not accept his governor's salary of $175,000 per year.

III. Individual work:

1. Visit the site: Schwarzenegger Museum

2. Watch and analyze: Arnold. This intimate docuseries follows Arnold Schwarzenegger's multifaceted life and career, from bodybuilding champ to Hollywood icon to politician. Featuring interviews with Arnold himself, plus James Cameron, Danny DeVito, Jamie Lee Curtis, Sylvester Stallone and more. (https://www.netflix.com/ua-ru/title/81317673)

Topic 6. McDONALD's: DOING BUSINESS GLOBALLY

I. Processing of lecture material on such points:

1. Important facts about the company
2. Some history
3. Global operations
4. MacDonald`s business model
5. Conclusions

II. List of questions for discussion:

1. McDonald's was the world's largest fast food restaurant chain by number of locations, serving over 69 million customers daily in over 100 countries in more than 40,000 outlets as of 2021. But now McDonald's is the world's second largest fast

food restaurant chain by number of locations, surpassed by Chinese chain Mixue Ice Cream & Tea as of September 2024. Could you comment this?

2. McDonald's said it plans to grow the number of restaurants further in 2025, with 2,200 stores scheduled to open — about 4% unit growth compared to last year — with 25% of those openings in the US and the company's five largest wholly owned international markets.

3. McDonald's is also a real estate company through its ownership of around 70% of restaurant buildings and 45% of the underlying land (which it leases to its franchisees). Can this make the company more stable?

4. McDonald's has a market cap or net worth of $216.57 billion as of April 8, 2025. Its market cap has increased by 5.79% in one year. What is “a market cap” and how do you calculate it?

5. What are the McDonald's meal deals for 2025? The $5 Meal Deals have returned in 2025 and are here to stay since they are also part of the new McValue menu. As part of the deal, customers get small fries, four-piece Chicken McNuggets, a small soft drink, and may choose from a McDouble or McChicken sandwich, all for just $5.

6. Richard and Maurice McDonald opened the first McDonald's in San Bernardino, California, on May 15, 1940. The brothers introduced the "Speedee Service System" in 1948, putting into expanded use the principles of the modern fast-food restaurant that predecessor White Castle had put into practice more than two decades earlier. What does "Speedee Service System" imply?

7. Richard and Maurice McDonald opened the first McDonald's in San Bernardino, California, on May 15, 1940. Then why Raymond Albert Kroc is widely regarded as the "Founder of McDonald's"?

8. Ray Kroc once said: “If I had a brick for every time I’ve repeated the phrase Quality, Service, Cleanliness and Value, I think I’d probably be able to bridge the Atlantic Ocean with them”. What is the meaning?

9. Could you comment Ray Kroc`s statement: “The quality of a leader is reflected in the standards they set for themselves. If you work just for money, you'll never make it, but if you love what you're doing and you always put the customer first, success will be yours. You're only as good as the people you hire”?

10. What is the mission of Hamburger University?

11. The Big Mac Index is a price index published since 1986 by The Economist as an informal way of measuring the purchasing power parity (PPP) between two currencies and providing a test of the extent to which market exchange

rates result in goods costing the same in different countries. The index compares the relative price worldwide to purchase the Big Mac, a hamburger sold at McDonald's restaurants. Do you know that The Big Mac index was introduced by Pam Woodall as a semi-humorous illustration of PPP? Although the Big Mac Index was not intended to be a legitimate tool for exchange rate evaluation, it is now globally recognised and featured in many academic textbooks and reports.

12. Why did all the McDonald's in Iceland close?

13. What is the "McDonald's coffee case"? Liebeck v. McDonald's Restaurants is also known as the "McDonald's coffee case". It was a lawsuit between Stella Liebeck and McDonald's. Stella Liebeck was badly injured by hot coffee. She had bought the coffee from a McDonald's restaurant. A jury awarded her $2.86 million, but in the end she only got $640,000. The accident with the hot coffee happened on February 27, 1992. Stella Liebeck was 79 years old. She bought a cup of coffee from the drive-through window of a McDonald's restaurant. When she opened the cup to add cream and sugar, she spilled the coffee on her lap. She was taken to the hospital and they found that she had bad burns. She had to stay in the hospital for eight days. She got skin grafting: they moved healthy skin to replace the burned skin. She lost a lot of weight. Her daughter had to care for her for 3 weeks when she came out of the hospital. The accident changed her body forever. She was disabled for 2 years. Do you agree that it was fair to punish the firm?

14. McDonald`s is not responsible for obesity. A court in Manhattan, USA, has ruled that the corporation is not responsible for the obesity of a group of American teenagers.

15. A strong correlation between the prevalence of overweight and obesity and the number of McDonald restaurants was found for Brazilian children and was most important within the group of youngest children. McDonald's believes that the national obesity issue is a shared responsibility, and a complex one. The Company's starting point has been to look at recipe improvements and providing parents with all the nutritional facts. That's why McDonald's has been committed to lowering the salt, sugar and fat levels in Happy Meal menu items over recent years, whilst being careful not to undermine the taste. Along with this, there's been improved nutritional information included on most packaging and the backs of all tray liners in restaurants.

III. **Individual work:**

1. Watch and analyze: The Founder, a 2016 biopic of Ray Kroc and the business history of McDonald's

2. Watch and analyse: "The Food That Built America (TV Series 2019–)

TOPIC 7. BERNARD ARNAULT: LUXURY BUSINESS

I. Processing of lecture material on such points:

1. Early life and education.
2. The Arnault model: balancing financial discipline and creativity.

3. The secrets of Arnault`s success.

II. **List of questions for discussion:**

a. Bernard Arnault & family. Chairman And CEO, LVMH Louis Vuitton Moet Hennessy. $146.9B. Real Time Net Worth as of 4/17/25

b. How did Bernard Arnault get rich? In 1984, Arnault made the decision to branch out on his own and founded the investment firm Groupe Arnault. Through this firm, he began acquiring stakes in various companies, including Moët Hennessy (a luxury spirits company), and in 1987, he acquired a controlling stake in Louis Vuitton (a luxury fashion brand).

c. Which brands does Bernard Arnault own? Bernard Arnault, the French billionaire and CEO of luxury conglomerate LVMH, is one of the world's most successful entrepreneurs. He has transformed LVMH into a global powerhouse, with a portfolio of more than 75 iconic brands, including Louis Vuitton, Moet & Chandon, and Hennessy.

2. Does Bernard Arnault own Gucci? After a decade of successful conquests, Arnault lost the "handbag war" in 2001, when his French rival, François Pinault, took control of Gucci, the Italian fashion house that LVMH had been pursuing.

3. Arnault's holding company Agache backs venture capital firm Aglaé Ventures, which has investments in businesses such as Netflix and TikTok parent company ByteDance.

4. LVMH was the lead sponsor of the 2024 Paris Olympics. Arnault, contributed 200 million euros to the restoration of Notre Dame Cathedral, which reopened in December 2024.

5. Arnault likes to keep a low profile, driving around Paris in a 2009 Vauxhall Astra. Among his reported car collection are: a Bugatti Chiron, worth $3.3m; a Ferrari F12tdf, estimated at $1.5m; an Aston Martin Lagonda Taraf ($1m); a Rolls-Royce Phantom, valued at $450,000; a $600,000 Mercedes-Benz S-Class Pullman; and a Tesla, priced at a $100,000.

6. Arnault's success can be attributed in part to his willingness to take risks. He has often invested in struggling companies and turned them around through strategic acquisitions and rebranding initiatives. His acquisition of Christian Dior, for example, involved significant financial risk, as the company was heavily indebted at the time of acquisition. However, Arnault believed in the value of the brand and was able to turn it around through innovative marketing and product development.

7. Arnault's willingness to take risks has not always paid off, however. In the early 2000s, LVMH invested heavily in the internet start-up Boo.com, which ultimately failed and resulted in significant financial losses for the company. Despite this setback, Arnault has continued to take calculated risks in pursuit of growth and innovation.

8. Arnault is known for his hands-on approach to management, and he is deeply involved in the daily operations of LVMH. He has a reputation for being demanding of his employees, but also for providing them with significant resources and support to help them succeed. Arnault's management philosophy emphasizes the importance of creativity and innovation in driving growth.

9. Innovation has been a key component of Arnault's business strategy, and he has encouraged his brands to invest in cutting-edge technologies and sustainable practices. LVMH has made significant investments in research and development, particularly in the areas of luxury e-commerce and sustainable manufacturing.

10. One of Arnault's most notable innovation initiatives is the LVMH Prize, which recognizes and supports emerging fashion designers. The prize provides young designers with financial support and exposure to the fashion industry, helping to foster creativity and innovation among the next generation of designers. The LVMH Prize for Young Fashion Designers, commonly known as the LVMH Prize, is an award for fashion designers administered yearly by fashion conglomerate LVMH. Founded by Delphine Arnault in 2014, the prize celebrates designers between the ages of 18 and 40 who have created at least two fashion collections. LVMH gives the winners a grant of 300,000 euros and a personalized technical and financial support from the Group for a 12-month period following the LVMH Prize award.

11. Despite the challenges of the luxury market, LVMH continues to thrive under Arnault's leadership. One of the keys to his success has been his ability to stay ahead of the curve when it comes to changing consumer tastes and technological advancements.

12. Arnault has also shown a commitment to quality and craftsmanship, ensuring that LVMH brands remain synonymous with luxury and exclusivity. He has invested heavily in marketing and branding campaigns, positioning LVMH as a leader in the luxury industry.

13. Another factor that has contributed to Arnault’s success is his ability to build strong partnerships and collaborations. He has worked closely with some of the world’s most talented designers and creatives, and has established a culture of collaboration and creativity within LVMH. This has helped the company to maintain its position at the forefront of the luxury goods industry, and has allowed it to continue to grow and innovate.

II. Individual work:

1. Read and analyze quotes from Bernard Arnault (https://www.danielscrivner.com/articles/who-is-bernard-arnault-wisdom-from-the-founder-of-lvmh-louis-vuitton-moet-hennessy-and-king-of-luxury-brands)
2. Read and comment the article Bernard Arnault Biography (LVMH) – Fun facts (https://www.celebrityfunfacts.com/bernard-arnault-info/)

Topic 8. WALT DISNEY: STORYTELLER AND BUSINESSMAN

I. Processing of lecture material on such points:

1. Early life and career of Walt Disney
2. Snow White and the seven dwarfs
3. Disnayland
4. Enterpreneurial Skills of Walt Disney

II. List of questions for discussion:

1. Walt Disney was an artist, producer, entrepreneur, and a maverick game-changer.

2. The world of animation in the early 1900s was not a serious business at all because it was viewed as whimsical warmup sessions before movies were played, which were all without sound or even dialogue.

3. After Walt's stint in World War I as an ambulance driver, Walt Disney moved to Kansas City, where he took a job with Film Ad Co. The company's principal products were animated advertisements that were presented before full-length feature films. Walt found his calling! He absolutely loved bringing his lifeless 2D drawings to life through the magic of animation. Advertising was less than fulfilling for young Walt, so he converted his garage into a studio, borrowed equipment from friends and family, and began producing his own shorts with a bunch of his friends at his newly established company called Laugh-O-Grams.

4. It wasn't until Walt moved to Los Angeles in 1923 and teamed-up with his older brother, Roy, who took care of the business end of his venture, that Walt began to modestly prosper over the coming years.

5. Walt's first commercial success was Oswald the Lucky Rabbit, but even that ended-up being stolen away from him. Walt carelessly allowed the character he created to be copyrighted under his distributor's name instead of his own. It was a mistake that Walt would never repeat, where in subsequent years, he would gain a reputation for keeping tight control over his creations.

6. Walt Disney possessed a remarkable ability to envision the future of entertainment. Disney's unique vision led to the creation of timeless classics like "Snow White and the Seven Dwarfs" and "Fantasia," setting new standards in animation and storytelling.

7. Disney's journey was fraught with setbacks and failures, but he never let them deter him from his goals. From the bankruptcy of his first animation studio to the initial struggles of Disneyland, Disney faced numerous obstacles along the way. However, his unwavering determination and resilience propelled him forward. Disney's ability to learn from his mistakes, adapt to changing circumstances, and persist in the face of adversity ultimately led to his remarkable success.

8. A defining characteristic of Disney's entrepreneurial spirit was his willingness to take calculated risks. He was not afraid to invest significant resources, time, and effort into ambitious projects.

9. Disney understood the importance of assembling a talented and dedicated team. He fostered an environment that nurtured creativity and <u>collaboration</u>.

10. Disney was a master of branding and marketing, creating a brand identity that remains iconic to this day. Through memorable characters, captivating storytelling, and immersive experiences, Disney established an emotional connection with audiences worldwide. His innovative marketing strategies, such as the "happiest place on earth" slogan and the use of merchandise, further solidified the Disney brand's place in popular culture.

11. To fund the company's rapid growth, Disney began selling over-the-counter stock in 1940 for $5 per share. On November 12, 1957, Walt Disney

Productions undertook its initial public offering on the New York Stock Exchange. At that time, investors could purchase a share of the company for $13.88. Today, a share of The Walt Disney Company sells for $109.54.

12. The first Disneyland theme park opened in California in 1955, and it was unlike any other amusement park. Disney's attention to detail set him apart from competitors—even the trash cans were designed to match the theme of the park.

13. In 1965, Walt Disney began designing Disney World, a theme park located in Orlando, Florida. However, Disney died in 1966 prior to the opening of the new park. Disney's business partner and brother, Roy, carried out his plans, and Magic Kingdom opened in 1971.

14. Walt Disney is one of the most successful and powerful entertainment companies in the world, with a market cap of $187 billion.

15. How Many Theme Parks Does Disney Have? Disney operates 12 theme parks across six resorts worldwide: Disneyland Resort (California), Walt Disney World Resort (Florida), Disneyland Paris, Tokyo Disney Resort, Hong Kong Disneyland, and Shanghai Disney Resort.

III. Individual work:

1. View: Walt Disney: An American Original is a 1976 non-fictional book by Bob Thomas
2. Wach: Walt: The Man Behind the Myth - 2001 documentary about Walt

Topic 9. JEFF BEZOS: RULES FOR SUCCESS

I. Processing of lecture material on such points:

1. Early life and education
2. Business career
3. Jeff Bezos` Leadership Style and Rules for Success in Business

II. List of questions for discussion:

1. Jeff Bezos - Chairman And Founder, Amazon, $203.6 B Real Time Net Worth as of 4/25/25.

2. Bezos was born in Albuquerque and raised in Houston and Miami. He graduated from Princeton University in 1986 with degrees in electrical engineering and computer science. He worked on Wall Street in a variety of related fields from 1986 to early 1994.

3. Bezos founded Amazon in mid-1994. The company began as an online bookstore and has since expanded to a variety of other e-commerce products and services, including video and audio streaming, cloud computing, and artificial intelligence. It is the world's largest online sales company, the largest Internet company by revenue, and the largest provider of virtual assistants and cloud infrastructure services through its Amazon Web Services branch.

4. After Bezos graduated from college in 1986, he was offered jobs at Intel, Bell Labs, and Andersen Consulting, among others. He first worked at Fitel, a fintech telecommunications start-up, where he was tasked with building a network

for international trade. Bezos was promoted to head of development and director of customer service. He transitioned into the banking industry when he became a product manager at Bankers Trust from 1988 to 1990. From 1990 to 1994, he worked at D. E. Shaw & Co, a newly created hedge fund with a strong emphasis on mathematical modelling. Bezos became D. E. Shaw's fourth senior vice-president by age 30.

5. In spring 1994, Bezos read that web usage was growing at a rate of 2300% a year and eventually decided to establish an online bookstore. He and his then-wife, MacKenzie Scott, left their jobs at D. E. Shaw and founded Amazon in a rented garage in Bellevue, Washington on July 5, 1994, after writing its business plan on a cross-country drive from New York City to Seattle.

6. Bezos initially named his new company Cadabra but later changed the name to Amazon after the Amazon River in South America, in part because the name begins with the letter A, which is at the beginning of the alphabet. At the time, website listings were alphabetized, so a name starting with "A" would appear sooner when customers conducted online searches. In addition, he regarded "Amazon," the name of the world's largest river as fitting for what he hoped would become the world's largest online bookstore.

7. He accepted an estimated $300,000 from his parents as an investment in Amazon. He warned many early investors that there was a 70% chance that Amazon would fail or go bankrupt.

8. In 1998, Bezos diversified into the online sale of music and video, and by the end of the year he had expanded the company's products to include a variety of other consumer goods. Bezos used the $54 million raised during the company's 1997 equity offering to finance the aggressive acquisition of smaller competitors. Among these acquisitions were his purchase of a majority stake in pets.com in 1999 and a purchase of a portion of kozmo.com for $60 million, both of which would fail after the dot-com bubble collapse in 2000.

9. By the end of 2000, Bezos borrowed $2 billion from banks, as its cash balances dipped to only $350 million. However, the company continued to expand despite its losses, and in 2002, Bezos led Amazon to launch Amazon Web Services, which compiled data from weather channels and website traffic. Revenues stagnated later that year, and after the company nearly went bankrupt, he closed distribution centers and laid off 14% of the Amazon workforce. In 2003, Amazon rebounded from financial instability and turned a profit of $35 million.

10. In 2013, Bezos secured a $600-million contract with the Central Intelligence Agency (CIA) on behalf of Amazon Web Services.

11. In March 2018, Bezos dispatched Amit Agarwal, Amazon's global senior vice president, to India with $5.5 billion to localize operations throughout the company's supply chain routes. Later in the month, U.S. President Donald Trump accused Amazon and Bezos, specifically, of sales tax avoidance, misusing postal routes, and anti-competitive business practices. Amazon's share price fell by 9% in response to the President's negative comments; this reduced Bezos's personal wealth by $10.7 billion. Weeks later, Bezos recouped his losses when academic reports out of Stanford University indicated that Trump could do little to regulate Amazon in any meaningful way.

12. Bezos used what he called a "regret-minimization framework" while working at D. E. Shaw and again during the early years of Amazon. He described this life philosophy by stating: "When I'm 80, am I going to regret leaving Wall Street? No. Will I regret missing the beginning of the Internet? Yes."

13. Bezos uses the term "work–life harmony" instead of the more standard "work–life balance" because he believes that balance implies that you can only have one and not the other. He believes that work and home life are interconnected, informing and calibrating each other. Bezos does not schedule early morning meetings and enforces a two-pizza rule—a preference that meetings are small enough for two pizzas to feed everyone in the boardroom. When interviewing candidates for jobs at Amazon, he has stated he considers three inquiries: can he admire the person, can the person raise the common standard, and under what circumstances could the person become exemplary.

14. In 2018, it was reported that Bezos met with Amazon investors for just six hours a year. Instead of using presentation slides, Bezos requires high-level employees to present information with six-page narratives. Since 1998, Bezos has published an annual letter for Amazon shareholders wherein he frequently refers to five principles: focus on customers, not competitors; take risks for market leadership; facilitate staff morale; build a company culture; and empower people. Bezos maintains the email address jeff@amazon.com as an outlet for customers to reach out to him and the company. Although he does not respond to the emails, he forwards some of them with a question mark in the subject line to executives, who then attempt to address the issues.

15. Bezos has cited Jeff Immelt of New Enterprise Associates, Warren Buffett of Berkshire Hathaway, Jamie Dimon of JPMorgan Chase, and Bob Iger of The Walt Disney Company as major influences on his leadership style.

III. Individual work:

1. Read and analyze: Invent and Wander. The Collected Writings of Jeff Bezos. By Jeff Bezos, with an introduction by Walter Isaacson. Harvard Business Review/PublicAffairs.2020, 271 pp.
2. Watch: Amazon CEO Jeff Bezos and brother Mark give a rare interview about growing up and secrets to success. Summit.2018(https://www.youtube.com/watch?v=Hq89wYzOjfs&list=PL3bSdFK6-qbM-Uh5cOS5elVBNLxszdOkM&index=10)

TOPIC 10. MUHAMMAD YUNUS – BANKER TO THE POOREST

I. **Processing of lecture material on such points:**

1. Early life, education and career
2. Grameen Bank
3. Muhammad Yunus`s philosophy of social business

II.**List of questions for discussion:**

1. Muhammad Yunus (born 28 June 1940) is a Bangladeshi economist, entrepreneur, statesman and civil society leader who has been serving as the Chief Adviser of the interim government of Bangladesh since 8 August 2024. Yunus pioneered the modern concept of microcredit and microfinance, for which he was awarded the Nobel Peace Prize in 2006 as the first Bangladeshi. He is the founder of Grameen Bank.

2. In 1957, he enrolled in the Department of Economics at Dhaka University and completed his BA in 1960 and MA in 1961. After his graduation, Yunus joined the Bureau of Economics at Dhaka University as a research assistant. Later, he was appointed lecturer in economics in Chittagong College in 1961. In 1965, he received a Fulbright scholarship to study in the United States. He obtained his PhD in economics from the Vanderbilt University Graduate Program in Economic Development in 1971. From 1969 to 1972, Yunus was the assistant professor of economics at Middle Tennessee State University in Murfreesboro.

3. In 1976, during visits to the poorest households in the village of Jobra near Chittagong University, Yunus discovered that very small loans could make a disproportionate difference to a poor person. Village women who made bamboo furniture had to take usurious loans to buy bamboo, and repay their profits to the lenders. Traditional banks did not want to make tiny loans at reasonable interest to the poor due to high risk of default. But Yunus believed that, given the chance, the poor will not need to pay high interest on the money, can keep any profits from their own labour, and hence microcredit was a viable business model. Yunus lent US$27 of his money to 42 women in the village, who made a profit of US$0.02 each on the loan. Thus, Yunus is credited with the idea of microcredit.

4. In December 1976, Yunus finally secured a loan from the government Janata Bank to lend to the poor in Jobra. The institution continued to operate, securing loans from other banks for its projects. By 1982, it had 28,000 members. On 1 October 1983, the pilot project began operation as a full-fledged bank for poor Bangladeshis and was renamed Grameen Bank ("Village Bank").

5. Grameen Bank is founded on the principle that loans are better than charity, to interrupt poverty: they offer people the opportunity to take initiatives in business or agriculture, which provide earnings and enable them to pay off the debt.

6. The bank is founded on the belief that people have endless potential, and unleashing their creativity and initiative helps them end poverty. Grameen has offered credit to classes of people formerly underserved: the poor, women, illiterate, and unemployed people. Access to credit is based on reasonable terms, such as the group lending system, and weekly-instalment payments, with reasonably long terms of loans, enabling the poor to build on their existing skills to earn better income in each cycle of loans.

7. Grameen's objective has been to promote financial independence among the poor. Yunus encourages all borrowers to become savers, so that their local capital can be converted into new loans to others. Since 1995, Grameen has funded 90 percent of its loans with interest income and deposits collected, aligning the interests of its new borrowers and depositor-shareholders. Grameen converts deposits made in villages into loans for the more needy in the villages.

8. The Bank targets the poorest of the poor, with a particular emphasis on women, who receive upwards of 95 percent of the bank's loans. Women traditionally had less access to financial alternatives of ordinary credit lines and incomes. They were seen to have an inequitable share of power in household decision making. Yunus and others have found that lending to women generates considerable secondary effects, including empowerment of a marginalised segment of society who share betterment of income with their children, unlike many men. Yunus claims that in 2004, women still have difficulty getting loans; they comprise less than 1 percent of borrowers from commercial banks .

9. Grameen has diversified the types of loans it makes. It supports hand-powered wells and loans to support the enterprises of Grameen members' immediate relatives. It has found that seasonal agricultural loans and lease-to-own agreements for equipment and livestock help the poor establish better agriculture. The bank has set a new goal: to make each of its branch locations free of poverty, as defined by benchmarks such as having adequate food and access to clean water and latrines.

10. Grameen Bank is known for its system of solidarity lending. The bank incorporates a set of values embodied in Bangladesh, by the Sixteen Decisions. At every branch of Grameen Bank, the borrowers recite these Decisions, and vow to follow them. As a result of the Eighteen Decisions, Grameen borrowers are encouraged to adopt positive social habits. One such habit includes educating children by sending them to school. Since the bank embraced the Sixteen Decisions, almost all Grameen borrowers have their school-age children enrolled in regular classes. This, in turn helps bring about social change, and educate the next generation.

11. Solidarity lending is a cornerstone of microcredit, and the system was used in more than 43 countries as of 1988. Repayment responsibility rests solely on the individual borrower. No formal joint liability exists, i.e. group members are not obliged to pay on behalf of a defaulting member. But, in practice the group members often contribute the defaulted amount with an intention to collect the money from the defaulted member at a later time. Such behaviour is encouraged because Grameen does not extend further credit to a group in which a member defaults.

12. No legal instrument (i.e. no written contract) is made between Grameen Bank and its borrowers; the system works based on trust. To supplement the lending, Grameen Bank requires the borrowing members to save very small amounts regularly in a number of funds, designated for emergency, the group, etc. These savings help serve as an insurance against contingencies.

13. Grameen has focused on women borrowers; around 97% of its members are women.

14. In his Nobel lecture Muhammad Yunus stressed the very important point:

15. “It is 30 years now since we began. We keep looking at the children of our borrowers to see what has been the impact of our work on their lives. The women who are our borrowers always gave topmost priority to the children. One of the Sixteen Decisions developed and followed by them was to send children to school. Grameen Bank encouraged them, and before long all the children were going to school. Many of these children made it to the top of their class. We wanted to celebrate that, so we introduced scholarships for talented students. Grameen Bank now gives 30,000

scholarships every year. Many of the children went on to higher education to become doctors, engineers, college teachers and other professionals. We introduced student loans to make it easy for Grameen students to complete higher education. Now some of them have PhD's. There are 13,000 students on student loans. Over 7,000 students are now added to this number annually.We are creating a completely new generation that will be well equipped to take their families way out of the reach of poverty. We want to make a break in the historical continuation of poverty."

16. (https://www.nobelprize.org/prizes/peace/2006/yunus/lecture/)
17. Comment Muhammad Yunus`s words: "… To me poor people are like bonsai trees. When you plant the best seed of the tallest tree in a flower-pot, you get a replica of the tallest tree, only inches tall. There is nothing wrong with the seed you planted, only the soil-base that is too inadequate. Poor people are bonsai people. There is nothing wrong in their seeds. Simply, society never gave them the base to grow on. All it needs to get the poor people out of poverty for us to create an enabling environment for them. Once the poor can unleash their energy and creativity, poverty will disappear very quickly".
18. (https://www.nobelprize.org/prizes/peace/2006/yunus/lecture/)

III.**Individual work:**

1. Read and analyze The Nobel Prise Lecture of Muhammad Yunus.
2. Watch: 2011 – Bonsai People – The Vision of Muhammad Yunus directed by Holly Mosher.

3. EVALUATION SYSTEM AND REQUIREMENTS

Types of control: current, final. The control methods: observation of students' educational activities, oral survey, test control. Final control form: test.

The applicant's rating for mastering the discipline is determined on a 100-point scale. It consists of a rating based on the results of two control module (50 points for each control module) and a rating from the final certification (test).

According to the current control, the student can score points for activity in lectures and practical classes, identifying the level of preparation of the student on the specified topic during the survey, testing, presentation of individual tasks and discussions. The semester test consists of assessing the level of mastery of educational material by the student of higher education in lecture, practical, seminar classes and the performance of individual tasks according to the one-level and two-level ("passed", “not passed”) and ECTS scale of learning results. The credit assessment criteria: - "passed" - the student has the stable knowledge of the main concepts of the discipline, can formulate relationships between concepts. - "not passed" - the student has significant gaps in knowledge, cannot formulate the relationship between the concepts studied in the course, has no idea about most of the basic concepts of the discipline being studied.

Evaluation system and requirements

General course grading system	The applicant's rating for mastering the discipline is determined on a 100-point scale (50 points for each control module) and a rating from the final certification (test)..
Requirements for the applicant's independent work	1. In-depth study of topics according to the teacher's methodological instructions. 2. Systematic study of lecture material, accompanying material, basic and additional literature on course issues. 3. The progress of the individual task is taken into account when conducting module control and final assessment. In the process of preparing for the topics (questions) of the course assigned for independent study, special attention is paid to the mastery of key concepts and terms, the active use of traditional and innovative work methods. It is mandatory to keep a working note, which should contain a detailed/thesis overview of the issues assigned for independent study, as well as definitions of key concepts and terms.
Practical classes	The system of evaluating practical classes is determined by the Regulations on the organization of the educational process at the Central National Technical University, approved by the Academic Council, protocol No. 7 dated 09.03.21 - the text is posted on the official website of the university www.kntu.kr.ua
Conditions for admission to final control	The procedure and organization of knowledge control of applicants, in particular, the conditions for admission to the final control are determined by the Regulation on the procedure for organizing the educational process, control of the level of knowledge and final certification of applicants for higher education using distance learning technologies, approved by the Academic Council, protocol No. 1 dated September 26, 2022 - the text is posted on the official website of the university www.kntu.kr.ua

4. RECOMMENDED READING

Basic literature

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12. Zitelmann, Rainer (2018). The Wealth Elite: A groundbreaking study of the psychology of the super rich, Lid Publishing, London and New York.
13. Barrier, J. Michael (2007). The Animated Man: A Life of Walt Disney. Oakland, CA: University of California Press.
14. The Biography of Bernard Arnault: A Detailed Life and Success Story of the Founder and CEO of LVMH Moet Hennessy Louis Vuitton, the World's Largest ... and Unforgettable People Biography) Paperback – January 24, 2024 by Dan Biden (Author), 96 p.

Further reading

1. Branson, Richard. On the importance of taking meaningful risks. Entrepreneur magazine, interview, Oct. 26, 2017.
2. Branson, Richard. Losing My Virginity: How I've Survived, Had Fun, and Made a Fortune Doing Business My Way. Kindle. 1998.
3. Branson, Richard. Screw It, Let's Do It. Virgin Books. 2006.
4. Branson, Richard. Let's Not Screw It, Let's Just Do it: New Lessons for the Future. Random House Australia. 2007.
5. Branson, Richard. Business Stripped Bare. Virgin Books. 2008.
6. Branson, Richard. Screw Business as Usual. Portfolio/Penguin. 2011.
7. Branson, Richard. The Virgin Way: How to Listen, Learn, Laugh and Lead. Virgin Books. 2014.
8. Branson, Richard. Finding My Virginity. Ebury Publishing. 2017.
9. Krasniewicz, Louise (2010). Walt Disney: A Biography. Santa Barbara, CA: Greenwood Publishing.
10. Never Give Up: Jack Ma In His Own Words. Agate B2, 2016.
11. OECD (2019). *OECD Future of Education and Skills 2030: In Brief;* OECD Publishing: Paris, France.
12. *Schwarzenegger, Arnold (1977). Arnold: Developing a Mr. Universe Physique. Schwarzenegger. OCLC 6457784.*
13. *Schwarzenegger, Arnold; Douglas Kent Hall (1977). Arnold: The Education of a Bodybuilder. New York: Simon & Schuster.*
14. *Schwarzenegger, Arnold (2012). Total Recall. New York: Simo & Schuster.*
15. *Schwarzenegger, Arnold (2023). Be Useful: Seven Tools for Life. London: Penguin*

Books.
16. *UK Comission for Employment and Skills. The Future of Work: Jobs and skills in 2030; Evidence Report; UK Comission for Employment and Skills: Rotherham, UK, 2014.*
17. *Yunus, Muhammmad. (2007). Creating a World without Poverty: Social Business and the Future of Capitalism. New York: PublicAffairs.*

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