

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

Danube branch



SYLLABUS

of the academic discipline (selective)

INTERNATIONAL MANAGEMENT

Specialty **D3 Management**

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

Educational program: **Management**

General information about the academic discipline

Name of the discipline	International Management
Code and name of specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	3 credits / 90 hours. Lectures: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of study of the discipline	5 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the teacher. Contact information.

Bodenchuk Liliya Borysivna	
Academic degree	PhD in Economics
Position	Head of the Department of Economics and Management
Areas of scientific research	Information, analytical and accounting support for managerial decision-making; Entrepreneurship Development Strategies and Business Motivational Mechanisms in the Context of Digital Transformations and Economic Instability
Links to the registers of identifiers for scientists	Google Academy https://scholar.google.com/citations?user=LDDXEa0AAA&hl=ru&authuser=1 ORCID https://orcid.org/0000-0003-3892-3823 SCOPUS https://surl.li/icrvjh
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/bodenchuk-portfolio-a.pdf

Discipline's description.

The course covers key aspects of the functioning of transnational corporations, methods of expansion into foreign markets, features of managerial decision-making in cross-cultural teams and mechanisms for minimizing international risks. managers to effectively represent the interests of Ukrainian business on the world stage.

The subject of the discipline is the system of management relations that arise in the process of international business operations, the formation of global strategies for the development of companies and the coordination of the activities of geographically distributed divisions in a changing external environment.

The aim of the discipline is to form in future specialists professional competencies in the development and implementation of strategies for the international development of organizations, as well as to master the skills of effective management of resources and processes in a multicultural and multifunctional space.

The objectives of the discipline are to study the trends in the development of the modern world economy and their impact on management; to study the methods of analyzing the international business environment; to master the algorithms for choosing strategic forms of the company's presence in foreign markets; to acquire the skills of cross-cultural interaction and ethical business conduct; to master the methods of managing international personnel, marketing and finance in the conditions of global competition.

As a result of studying the selective educational component "International Management", applicants must:

Know:

- theoretical foundations and modern models of international management;
- forms and methods of the company's entry into foreign markets, from exports to direct investments;
- features of the classification of national cultures and their influence on leadership styles;
- mechanisms for managing international marketing and logistics chains;
- methodology for assessing political, economic and currency risks in international activities.

Be able to:

- conduct a comprehensive analysis of the attractiveness of foreign markets for business expansion;
- to develop strategic plans for international expansion, taking into account the specifics of the region;
- communicate effectively in a multicultural environment and neutralize cross-cultural conflicts;
- justify the choice of organizational structures for the management of an international company;
- calculate the expected efficiency and predict the results of international business projects.

Prerequisites for the discipline. The study of the discipline is based on the knowledge and skills obtained during the mastering of the following mandatory components of the curriculum: "Management", "Marketing", "Enterprise Economics", "Macroeconomics" and "Jurisprudence".

Post-requisites for the discipline. The competencies acquired during the course are necessary for the study of such disciplines as "Logistics Management", "Fundamentals of Project Management" and "Strategic Management of Enterprise", as well as for high-quality passing of production (pre-diploma) practice and successful preparation and defense of qualification (diploma) work in the international profile of management.

Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	The Essence and Environment of International Management	<p>Teaching methods:</p> <ul style="list-style-type: none"> – verbal (problem lectures, lectures-discussions with elements of analysis of world markets, problem lectures, lectures-discussions with elements of analysis of world markets); – visual (demonstration of strategic matrices, cartographic analysis of global capital flows); – practical (case study method (analysis of market entry strategies of well-known corporations), cross-cultural simulations, team projects to develop an international expansion plan); – interactive (role-playing games "International Negotiations", debates on the ethical aspects of globalization, "brainstorming" to resolve conflict situations in multicultural teams). <p>Assessment methods</p> <ul style="list-style-type: none"> – express testing, assessment of participation in professional discussions, verification of the results of solving situational problems at seminars; – modular control (written test work or testing based on the results of studying the content block); – independent work (preparation of an analytical review of the business environment of the selected country or presentation of a strategy for the brand's entry into a new market); – final control (test (assessment of the cumulative knowledge and skills acquired during the semester)).
Topic 2	Strategic planning in international business.	
Topic 3	Methods and forms of expansion into foreign markets	
Topic 4	Cross-cultural management	
Topic 5	International Marketing & Supply Chain Management	
Topic 6	Human Resources Management in International Corporations	
Topic 7	International Financial Management and Risks	
Topic 8	Digital transformation of international operations	
Topic 9	Anti-crisis management in the global environment	
Topic 10	Ethics and Social Responsibility in International Management	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

Material and technical support of the educational process involves the use of specialized classrooms and library funds, including access to electronic databases of scientific and regulatory information. Multimedia equipment (projector, computer) is used to visualize the educational material during lectures and seminars. Practical tasks and in-depth study of individual topics are provided by access to the Internet through free Wi-Fi coverage, which allows you to work with online platforms of international standards organizations and open EU registers.

Forms and methods of assessment.

The system of assessment of applicants' knowledge includes current and final (semester) control.

Current assessment is carried out systematically during practical and seminar classes in order to check the level of assimilation of international expansion strategies, the formation of cross-cultural interaction skills, as well as the ability to apply tools for analyzing global markets and justify the choice of forms of the company's presence in foreign segments.

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

Students' participation in the educational process is realized through oral presentations, presentations of the results of a comparative analysis of the business environment of countries, reports on the results of case studies on the strategies of transnational corporations, as well as active involvement in professional discussions and modeling of international negotiation situations. The written component of the work includes the implementation of control and test tasks, the preparation of draft plans for the brand's entry into a new market, analytical notes on the assessment of political and currency risks, as well as reports on the materials of independent study of sources from international business.

Methods of ongoing assessment include: The methodological control toolkit combines oral forms (surveys, case study defense) and written types of work (construction of strategic matrices, calculation of the effectiveness of export operations, preparation of profiles of foreign markets). Assessment is also based on observing the activity of applicants when solving situational problems in cross-cultural simulations, checking the results of individual international marketing projects, and conducting testing with open and closed types of tasks.

Grading system and requirements.

Table of distribution of points received by students*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1,2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6,7)	Seminar 5 (Topic 8,9)	Seminar 6 (Topic 10)	Module assessment task	Pass /Fail	
Work in a seminar class	6	6	6	6	6	6	20	20*	100
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

Assessment of students' educational achievements is carried out in accordance with the current Regulations on Assessment in a Higher Education Institution.

Modular Assessment. Modular Assessment (MA) is carried out at the final lesson of each content block in the form of written testing.

When evaluating the unit test, the volume and correctness of the tasks are taken into account:

- grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- grade "good" (B) is given for completing 80% of all tasks;
- grade "good" (C) is given for completing 70% of all tasks;

- the grade "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are correctly completed;
- An "unsatisfactory" (FX) rating is given if less than 50% of the tasks are completed.
- Failure to appear for the unit test - 0 points.

The above scores are converted into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the discipline "International Management" is a mandatory form of assessment of students' learning outcomes. It is carried out within the terms determined by the curriculum and covers the amount of material determined by the course program.

The final assessment is carried out in the form of a test. A student who has completed all the necessary work is admitted to the semester assessment.

The final grade is given based on the student's learning outcomes during the semester. The student's assessment consists of points accumulated from the results of the current assessment and incentive points.

Students who have completed all the required tasks and received a score of 60 points or higher receive a grade corresponding to the grade received, without additional testing.

For students who have completed all the necessary tasks, but received a score below 60 points, as well as for those who want to improve their score (result), the teacher conducts the final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

Evaluation of Additional (Individual) Educational Activities

Additional (individual) types of educational activities include the participation of applicants in the work of scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc., in excess of the scope of tasks that are established by the relevant work program of the academic discipline.

By the decision of the department, students who participated in research work and performed certain types of additional (individual) types of educational activities can be awarded incentive (bonus) points for a certain educational component.

Assessment of independent work (Maximum — 4 points)

The total number of points received by a student for independent work is one of the components of academic success in the discipline. Independent work on each topic, according to the course program, is evaluated in the range from 0 to 4 points using standardized and generalized criteria for assessing knowledge.

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

Forms of assessment include: current assessment of practical work; current assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparation of resumes on independently studied topics; testing or written exams; preparation of draft articles, conference abstracts and other publications; other forms that ensure a comprehensive assimilation of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activities at a high level.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is 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

Successful mastering of the educational component "International Management" requires high self-discipline and a responsible attitude to the educational process. Prerequisites are regular attendance of lectures and practical classes, active participation in classroom work, as well as timely and high-quality performance of all types of independent and control tasks provided for by the program. to eliminate academic debt by working out relevant topics.

An integral part of education is strict adherence to the norms of academic ethics and culture of behavior. The educational process is based on the principles of academic integrity, which involves the exclusive independent performance of all written works, reports and presentations. Any borrowings of thoughts or texts of other authors should be accompanied by correct references to primary sources. Within the course of the course, any manifestations of academic dishonesty are unacceptable, including plagiarism, self-plagiarism, fabrication and falsification of data, cheating, deception, bribery or biased evaluation.

Recommended sources of information

Basic literature:

1. International Management: Textbook / A. I. Krysovatyi et al.; ed. by A. Krysovatyi, R. Zvarych. Ternopil: ZUNU, 2024. 511 p. URL: <http://dspace.wunu.edu.ua/handle/316497/52451>.
2. Butko M. P., Butko I. M. International Management: Textbook. Kyiv: Center for Educational Literature, 2020. 412 p.
3. Selishcheva A. V. Mezhdunarodnaya menedzheniya: nauch. posob. Zaporizhzhia: ZNU, 2024. 108 p. URL: <https://dspace.znu.edu.ua/jspui/handle/12345/18915>.
4. Chernega O. B. International Management: Textbook. Lviv: Magnolia 2006, 2021. 592 p.
5. Panchenko E. G. International Management: Electron. Textbook. URL: https://elib.org.ua/books/management/mm_p/index.html.
6. International Management: Electronic Textbook. Kyiv: Center for Educational Literature. URL: https://pidru4niki.com/1584072024211/menedzhment/mizhnarodniy_menedzhment.
7. International Management: Basic Concepts: Teaching Method. / P. G. Pererva et al. Kharkiv: NTU "KhPI", 2020. 38 p. URL: <https://files.znu.edu.ua/files/Bibliobooks/Inshi83/0062724.pdf>.

Additional literature:

1. Makovoz O., Slastyannikova V. International Management as the Basis of International Business Management. *Adaptive Management: Theory and Practice. Series Economics*. 2024. Vol. 19, No. 38. DOI: [https://doi.org/10.33296/2707-0654-19\(38\)-01](https://doi.org/10.33296/2707-0654-19(38)-01).
2. Multinational Enterprises and Global Economy: Monograph / ed. Kyiv: Center for Educational Literature, 2020. 368 p. URL: <http://dspace.tneu.edu.ua/handle/316497/37137>.
3. Grinko I. M. Global Economy: Textbook. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute, 2020. 111 p. URL: <https://ela.kpi.ua/handle/123456789/34959>.
4. Perevozova I., Shaiban V., Dedelyuk O. Realities and prospects of domestic and international management: priority directions, forecast of the future. *Economy and society*. 2023. № 53. DOI: <https://doi.org/10.32782/2524-0072/2023-53-34>.
5. Matveev M., Khalakhur Y., Baldzhi M. International Management: Challenges and Opportunities in Global Business. *Economy and society*. 2024. № 59. DOI: <https://doi.org/10.32782/2524-0072/2024-59-146>.
6. Zinchenko A. V. Modern problems and prospects for the development of foreign economic activity of domestic enterprises. *Business, Innovations, Management: Problems and Prospects* : Materials of the II International. Scientific and Practical Conf. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute, 2021. URL: <http://confmanagement.kpi.ua/proc/article/view/230940>.
7. Lyashevskaya V. I., Butenko M. K., Pervushina I. A. Theoretical and statistical analysis of international business and foreign economic activity of Ukraine. *Business Inform*. 2021. № 7. C. 44–48.
8. International Management: Basic Concepts: Teaching and Methodology. / P. G. Pererva et al. Kharkiv: NTU "KhPI", 2020. 38 p. URL: <http://repository.kpi.kharkov.ua/handle/KhPI-Press/49546>.

9. Piddubna L. I., Ivanienko K. V. International Management: Lecture Notes. Kharkiv: S. Kuznets KhNEU, 2018. 178 p. URL: <https://repository.hneu.edu.ua/bitstream/123456789/23843/1/2018%20-%20Piddubna%20L%20I%2C%20Ivanienko%20K%20V.pdf>.

Information resources:

1. United Nations Conference on Trade and Development (UNCTAD). URL: <http://www.unctad.org/>.
2. International Monetary Fund (IMF) – International Monetary Fund. URL: <http://www.imf.org>.
3. United Nations Industrial Development Organization (UNIDO). URL: <http://www.unido.org/>.
4. Eurostat. An official website of the European Union. URL: <https://ec.europa.eu/eurostat/en/>