



## International Management Syllabus ВІІІ 2.9 MGMT 333

Quarter/Year: Spring /2023

Instructors: *Liudmila Sierova*

Contact information: [liudmyla.serova@uacu.edu.ua](mailto:liudmyla.serova@uacu.edu.ua)

*Prerequisites:* Principles of Management

ECTS Credits: 6

US Credits: 3

### Course description

The aim of the discipline “International Management” is the formation of students’ theoretical and practical knowledge of the coherent and logical-consistent system of knowledge about the essence of international management and organization, to reveal the fundamentals of theory, methodology, and management practices under the conditions of the market mechanism of international management. The course is a study of international management focusing on the role of executive, middle, and front-line management in directing and improving organizational performance in **international business**. Major topics include strategic, operational, behavioral, cultural, socio-ethical issues and functional aspects of management in international settings. Concepts covered include the management of strategic planning, operations, communications (external/internal), international management of risk, negotiations, and socio-ethical issues facing modern institutions. Students will be exposed to the tools and methodology of management used in the international environment – techniques that will be further developed in other management courses and consequent employment

### Course Outcomes

PH4. Systematize and streamline the information received on the processes and phenomena in the world economy; evaluate and explain the influence of endogenous and exogenous factors on them; formulate conclusions and develop recommendations, considering the peculiarities of the national and international environment.

PH6. Plan, organize, motivate, evaluate and increase the effectiveness of teamwork, conduct research in a group under the leadership of a leader, taking into account today’s requirements and features in a limited time.

PH7. Apply the acquired theoretical knowledge to solve practical problems and meaningfully interpret the results.

- PH8. Understand, highlight and describe new phenomena, processes and trends of global development, mechanisms and tools for the implementation of economic policy and world integration / disintegration processes, including Euro-Atlantic integration.
- PH9. Understand and be able to apply, in accordance with other requirements of the educational program, modern theories and methods of solving specialized complex problems and practical problems in the field of international trade in goods and services, international capital flow, international monetary and financial relations, mobility of human resources, international technology transfer.
- PH10. Identify and highlight the features of the functioning of the subjects of international relations and models of their economic development.
- PH11. Substantiate own opinion regarding the specific conditions for the implementation of forms of international economic relations at the mega-, macro-, meso- and micro-levels.
- PH13. Select and skillfully apply analytical tools for studying the state and development prospects of individual segments of the international markets for goods and services using modern knowledge about the methods, forms and tools for regulating international trade.
- PH14. Understand and apply theories, principles, means and tools for the implementation of international monetary and financial and credit relations.
- PH15. Determine the functional features, nature, level and degree of interconnections between subjects of international economic relations of different levels and establish communications between them.
- PH17. Determine the reasons, types and nature of international conflicts and disputes, justify and apply economic, legal and diplomatic methods and means of their solution at the international level, defending the national interests of Ukraine.
- PH18. Investigate economic phenomena and processes in the international sphere based on an understanding of categories, laws; highlighting and summarizing trends, patterns of functioning and development of the world economy, taking into account the cause-effect and space-time relationships.
- PH19. Understand and apply current legislation, international regulations and agreements, reference materials, current standards and specifications, etc. in the field of international economic relations.
- PH20. Defend the national interests of Ukraine, taking into account the security component of international economic relations.
- PH21. Understand and have the skills to maintain business protocol and business etiquette in the field of international economic relations, taking into account the peculiarities of intercultural communication at the professional and social levels, both state and foreign languages.
- PH22. Apply appropriate methods, rules and principles of functioning of international economic relations for the development of foreign economic activity of Ukraine.
- PH23. Recognize the need for lifelong learning in order to maintain a high level of professional competence.
- PH24. Substantiate the choice and apply information and analytical tools, economic and statistical calculation methods, complex analysis techniques and methods of monitoring world markets.
- PH25. Present the results of the research on the basis of which recommendations and measures for adaptation to changes in the international environment are developed.

## **Competencies**

IK. The ability to solve complex specialized tasks and practical problems in the field of international relations in general and international economic, in particular, as well as in the learning process, which involves the use of new theories and methods in conducting comprehensive research of world economic relations, is characterized by complexity and uncertainty.

3K4. Ability to plan and manage time.

3K11. Ability to work in a team.

CK3. Ability to identify features of the functioning of the environment of international economic relations and models of economic development.

CK10. Ability to justify the use of legal, economic and diplomatic methods (instruments) for resolving conflict situations at the international level.

**Internationality:** The international aspect of the discipline includes the study of basic management practical approaches of the global companies.

### **Communications**

For individual issues, students should contact the professor **ONLY** by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

Note! Only emails sent from the student's corporate email address will be answered.

### **Student Responsibilities**

#### **Time Commitment**

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

#### **Technical Aspects**

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

#### **Grading Policy**

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is 60%.

#### **Graduate Grading Guidelines**

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

#### **Course-level Grading guidelines:**

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
60% - 69%	E	3 (Acceptable)
35% - 59%	FX	Not acceptable, possible repetition of course

### Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 750 points incl. (**Midterm** and **Final** exam are 60% of overall evaluation, where **Midterm** – 20% and **Final** – 40%)

- Test / Assignment / Project – 300 points (several times during the course)
- **Midterm** exam – 150 points
- **Final** exam – 300 points

### Student Workload

It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of lectures with the instructor and 7 academic hours of personal work.

Please pay attention that 1 academic hour equals to 40 minutes.

### Assignment Format

- You are expected to do all the assignments by their due dates. If the student misses the deadline – the task is failed.
- **Midterm** covers topics from previous lectures (weeks 1-7). It includes multiple choice questions and cases and took about 1.5 hours.

- The **Final** exam covers all course material and includes multiple-choice questions and cases. It lasts for 1.5 hours. Admission to the **Final** exam is possible only if all the tasks of the curriculum are covered.

### **Academic dishonesty**

Academic integrity is submitting one’s own work and properly acknowledging the contributions of others. Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another’s work as one’s own in an academic exercise such as an examination, a computer program, or a written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination.
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. Fabrication – altering or transmitting, without authorization, academic information or records.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the **Final** the unsatisfactory grade (“0”) is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean’s office) and on UACU’s computer/laptop or online on the student’s computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a **midterm** or **final** exam is done through a letter to the dean's office with request and approval of subject lecturer. Submission or retaking of any assessment activities after deadlines are forbidden.

### **Submission & Return Policy**

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

<b>Week #</b>	<b>Research Projects</b>	<b>Assignments Due</b>	<b>Points</b>
Lecture 1	The concept and essence of international management	28/04/2023	20
Lecture 2	Environmental foundation of international management. The political, legal, and technological environment	28/04/2023	20
Lecture 3	Globalization and worldwide developments.	28/04/2023	20
Lecture 4	Managing across cultures. The role of culture in international management	28/04/2023	20
Lecture 5	International strategic management. Strategy formulation and implementation	28/04/2023	30

Lecture 6	Planning and forecasting for international management	28/04/2023	30
Lecture 7	Course review for Mid-Term Examination	28/04/2023	
Week 8 (29-30.04.2023)	<b>Midterm</b>		150
Lecture 9	The process of organization in international management	27/05/2023	20
Lecture 10	Financial aspects of international management	27/05/2023	20
Lecture 11	Organizational behavior and human resource management	27/05/2023	20
Lecture 12	Risks in international management	27/05/2023	20
Lecture 13	Management decision and control in international management.	27/05/2023	20
Lecture 14	The efficiency of international management	27/05/2023	30
Lecture 15	Ethics and social responsibility	27/05/2023	30
Lecture 16	Course review for <b>Final</b> Examination	27/05/2023	
Week 17 (28-29.05.2023)	<b>Final</b>		300

Business Cases Presentations. Each Group, 20min.

### Recommended Materials

1. Dess G., McNamara G., Eisner A., Lee S. 2022. Strategic management: text and cases, 10<sup>th</sup> edition, McGraw-Hill Education, ISBN 978-1-260-07508-3.
2. Hitt, Ireland & Hoskisson. 2017. Strategic Management: Concepts: Competitiveness and Globalization, 12th edition, Cengage, ISBN 978-1-305- 50220-8.
3. Ricky W. Griffin, Michael W. Pustay. 2015. **International Business**. A Managerial Perspective, 8th edition, Pearson, ISBN 978-0-13-350629-7.
4. Beamish Paul W., Morrison Allen J., Rosenzweig Philip M., Inkpen Andrew C. International management: Texts and cases. – 5. ed. – Boston etc. : Irwin: McGraw-Hill, 2002. – XIV, 626p.: fig. – (McGraw-Hill advanced topics in global management).
5. Helen Deresky/ International Management: Managing Across Borders and Cultures, Text and Cases (9th Edition) – 2014.

*\* The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 1 від 24.01.2023 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Завідувач кафедри



Л.В.Жарова

Викладач



Л.П.Серова