The Federal State Budgetary Educational Institution of Higher Education

“**THE RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY AND PUBLIC ADMINISTRATION**”

The Institute of Business Studies
Department of International Business and Business Administration

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MODULE SYLLABUS

INTERNATIONAL MANAGEMENT

38.03.02 Management

International Management

Bachelor

Full-time

Intake Year – 2018

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Dean of the DIBBA IBS
PhD, Professor, I.V.Kolesnikova

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1. The list of the module's intended learning outcomes, mapped to the learning goals and objectives of the educational program

1.1. The module "International Management" ensures the development of the following competences taking into account the stage of development:

Competence code	Competence name	Stage of competence development code	Name of the competence development stage
RK OS - 23	Ability to participate in the development of a company's strategy for entering international markets or launching a specific product on international markets.	**RK OS – 23.1**	The formation of comprehensive understanding of international business as a system, studying specific competitive strategies of international companies on the global market.

Upon completion of the module the students should have the following competences

General work functions	Stage of competence development code	Learning outcomes
Ability to perform management and business functions in an international environment. Ability to conduct market analysis to achieve competitiveness.	**RK OS – 23.1**	**Knowledge** - Peculiarities, motivation and forms of international business establishment and the trends of its development; - The main competitive strategies of international companies - Features of international partners.
		Competence - Identify opportunities and constraints for a company's activities abroad; - Carry out the analysis of external environment of international companies' activities.
		Skills - Tools and skills of strategic analysis in international business (including the preparation of information basis for making decisions on the feasibility and methods of entering external markets and cooperation with international partners).

2. **The module's workload in credit units with the number of academic or astronomic contact hours, distributed among different types of learning experiences, students' independent study workload and the module's place in the program's structure and curriculum.**

Workload

The program curriculum specifies the following workload for the module **"International Management"**:

- Total hours – 108,
- Contact hours – 36 hours, including 18 lecture hours and 18 seminar hours;
- Independent student work and preparation for examination– 36 hours.

The module's place in the educational program's structure

The module **"International Management"** is designed for Year 3 students, and is delivered in Semester 5. Prerequisite modules:

- Economic geography
- IT in Management
- Macroeconomics
- Microeconomics
- World economy: applied aspects
- Corporate Social Responsibility
- Cross cultural Management
- International Economic relations.

3. Summary of the module's content by topics (section) with the amount of academic or astronomic hours per topic (section) and types of student learning experiences. The module's structure.

Item N	Topic/section name	Module workload, hours						Current and final module assessment
		Total	Contact hours and learning experience types				Self study	
			Lectures	Lab work	Seminars	Course paper		
Topic 1	Introduction/International business & International management: evolution and contemporary developing trends	18	3		3		6	*LR*
Topic 2	Core parts of International Business, changing trends and analysis methods. Cultural context of international business and methods of its analysis.	18	3		3		6	*BG*
Topic 3	Key strategic corporate decisions new market entering. Strategic Alternative.	18	3		3		6	*T*
Topic 4	Organization strategies and structures of Multinationals.. International Strategic alliances.	18	3		3		6	*BG* CS
Topic 5	HR management in International Business	18	3		3		6	*T*
Topic 6	Ethics and Corporate Social Responsibility in International Business	18	3		3		6	*AR*
Final module assessment								Examination

Item N	Topic/section name	Module workload, hours						Current and final module assessment
		Total	Contact hours and learning experience types				Self study	
			Lectures	Lab work	Seminars	Course paper		
Total:		108	18		18		36	36

Note*:*

** – forms of current assessment:*

Literature review (LR)

Test (T)

Business Game (BG)\Case Study (CS)

Analytical review (AR)

Summary of Module Content

Topic 1. Introduction/International business & International management: evolution and contemporary development trends.

The notion of international business and international management. History and evolution

Transnational companies. The main factors and trends in international business. Globalization. Integration processes.

International management and national management. Globak thinking and local approach.

Topic 2. Core parts of International Business, changing trends and analysis methods. Cultural context of international business and methods of its analysis.

The notion of external environment of international business. The main elements of this environment. Marketing country analysis.

The problems of increased risk. Types of risk: nature, technical. Social, political, financial, operational.

The definition of culture in the context of cross cultural management. Different approaches to the analysis of cultural context. .

Topic 3 Key strategic corporate decisions new market entering. Strategic Alternative.

The characteristics of markets: multi-local, global. Multi-national and global competition.

Strategic planning in an international company.

The main requirements to an international strategy.

Strategic alternatives: making decisions on entering international markets. Porter Diamond model. Cluster analysis.

International outsourcing.

Topic 4. Organization strategies and structures of Multinationals.. International Strategic alliances.

The main principles of establishing and managing a multinational company. Global companies. Holdings. Meta-corporations. Vertically and horizontally integrated groups.

Forms of intra-firm cooperation. Joint ventures and consortia.

Mergers and Acquisitions.

International Strategic Alliances. Legal basis for international strategic alliances. Types and objectives. Benefits and risks. Synergy effects.

Topic 5. HR management in International Business.

Peculiarities of managing international teams: leadership, remuneration communication, control.

Training and professional development of staff in multi-national companies.

Corporate culture. Types of corporate culture. Diversity as a competitive advantage of an international company.

Topic 6. Ethics and Corporate Social Responsibility in International Business.

National mentality and ethical norms of international business. Modern approaches to the formation of ethical business principles of companies, working in different countries.

4. Assessment materials and tools for current and final module assessment.

4.1. Forms and methods of current assessment and final module assessment.

4.1.1. The following methods of current assessment are used in "International Management" module:

Topic	Current assessment methods
Topic 1. Introduction/International business & International management: evolution and contemporary developing trends	Literature review
Topic 2. Core parts of International Business, changing trends and analysis methods. Cultural context of international business and methods of its analysis.	Business Game
Topic 3. Key strategic corporate decisions new market entering. Strategic Alternative.	Case study
Topic 4. Organization strategies and structures of Multinationals.. International Strategic alliances.	Business Game, Test
Topic 5. HR management in International Business	Case study
Topic 6. Ethics and Corporate Social Responsibility in International Business	Analytical review

4.1.2. Examination is administered in a written form.

a. Materials for current module assessment

Topic 1.

Literature review: The main tendencies of international activities of transnational corporations (based on UNCTAD "World Investment Report") (max 10 pages)

http://www.unctad.org (World Investment Report 2005- 2016)

Topic 6. Ethics and Corporate Social Responsibility in International Business

Analytical review: Business ethics codes, developed by international organizations (3 pages.)

Sample test questions.

Topic 4. Organization strategies and structures of Multinationals.International Strategic alliances.

Test 1.

1. What are the objectives of international business?
2. The main sources of information about risks in international business?

Test 2.

1. What forms of inter-firm cooperation do you know?
2. Name the main problems in the activities of international alliances.

Topics for business games (examples)

1. International strategic alliance of Renault and Nissan
2. .Russian nuclear energy companies in India

Topics of case studies (examples)

1. The success of Spanish companies in Latin America
2. Daimler Benz and Chrysler merger and its consequences.

4.3. Assessment tools for final module assessment

4.3.1. The list of competences with the stages of their development in the process of the educational program.

Competence code	Competence name	Stage of competence development code	Name of the competence development stage
RK OS - 23	Ability to participate in the development of a company's strategy for entering international markets or launching a specific product on international markets.	**RK OS – 23.1**	The formation of comprehensive understanding of international business as a system, studying specific competitive strategies of international companies on the global market.

4.3.2 Indicators and criteria for assessing competences at different stages of their development

Stage of competence development	Indicator	Criterion
RK OS – 23.1	Ability to understand international business environment; Knowledge of the ways of entering international markets and the main ways of business internationalization.	- Ability to use terms and understanding categories of international management; - Knowing the trends of development of international environment; - Knowing international business practices; - Skills of analyzing international environment; - Ability to identify opportunities and potential threats of international environment; - Ability to take account of ethical requirements and constraints of international activities.

4.3.3 Samples of test assignments and other materials (typical assessment materials) used for assessing knowledge, competences and skills and/or activities the stages of competences development in the process of the education program progression.

Sample examination questions

1. Classification of international companies
2. Transnational companies and their role on the process of globalization
3. The structure of the analysis of external environment in international management (the main elements and stages).
4. Forms of inter-firm cooperation, their advantages and disadvantages (with examples)
5. The problems of integration of corporate cultures in Mergers and Acquisitions. (exemplified by Renault and Nissan).

6. Outsourcing and offshoring of enterprise functions in international business (with examples.
7. "Diversity" in international management (with examples).

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Converting points into the traditional grading scale:

100 point scale	5 point scale	Pass/fail
85-100 points	Excellent	Pass
70-84 points	Good	Pass
55-69 points	Satisfactory	Pass
Less than 55 points	Unsatisfactory	Fail

4.4. Learning guidelines, explaining the processes used for assessing knowledge, competences and skills and/or activities at different stages of competence development in the process of the education program progression

Examination is administered in a written form for a group of students. Time allocated – 90 minutes. Number of questions – 3 (three).

5. Learning guidelines for students

While preparing for seminars it is recommended:

1. Study the questions/assignments/case studies.
2. Read recommended literature and lecture materials. Make notes if necessary.
3. Find recommended sources.
4. Create a database for the topic studied.
5. Draw up your answer (report, presentation) plan.
6. Plan the timing of your report/presentation
7. If working in a group, divide responsibilities clearly
8. Plan the stages of a case study analysis. Identify the central and minor issues, suggest well-founded solutions.

6. The lists of essential and further reading, necessary for studying the module, a list of recommended internet sources, teaching materials and guidelines for students' independent study.

.	Timonina I.L. Kolesnikova I.V.	International business development	DELO	2010	
.	Temnyshova E.P.	International management. A textbook for bachelor students	URITE	2016	0E51F88F-7F6A-4CED-92F1-83BB3723C31E

7. The necessary equipment and technology used for implementing the educational process for the module, including a list of software and information databases if applicable.

A Room of sufficient seating capacity.
A notebook (software MS Office)
Multimedia projector
Flip chart