

## Work programme of the discipline:

<b>Course title</b>	INTERNATIONAL MANAGEMENT
<b>Level of higher education (degree)</b>	FIRST (BACHELOR)
<b>Field of study</b>	07 MANAGEMENT AND ADMINISTRATION
<b>Major</b>	073 MANAGEMENT
<b>Program subject area</b>	MANAGEMENT (ENGLISH)
<b>Status of the discipline</b>	Compulsory
<b>Mode of studies</b>	FULL-TIME, PART-TIME, E-LEARNING
<b>Total number of hours/ ECTS credits</b>	150 HOURS /5 ECTS CREDITS
<b>Language of instruction</b>	ENGLISH
<b>Lecturer</b>	TOKAR VOLODYMYR VOLODYMYROVYCH PROFESSOR, DR.SC. (ECON.), PH.D.
<b>Lecturer's profile</b>	<a href="https://www.krok.edu.ua/ua/pro-krok/spivrobitniki/tokar-volodimir-volodimirovich">https://www.krok.edu.ua/ua/pro-krok/spivrobitniki/tokar-volodimir-volodimirovich</a>
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<b>Consultations</b>	<b>Online Consultancy: Mondays (7:00–8:00 p.m. Kyiv Time)</b> <a href="https://knote-edu-ua.zoom.us/j/88471997303?pwd=0SBrHLRh48pamhw9tqzqhKeXFIZ6Ja.1">https://knote-edu-ua.zoom.us/j/88471997303?pwd=0SBrHLRh48pamhw9tqzqhKeXFIZ6Ja.1</a> <b>Meeting ID:</b> 884 7199 7303 <b>Passcode:</b> 219748

### 1. Brief summary of the course

This course explores the multifaceted challenges and opportunities of managing organizations in a globalized world. It covers the fundamental concepts of management as a science, art, and practice while delving into key topics such as globalization, political and legal environments, ethical responsibilities, cultural dimensions, and cross-cultural communication. The course emphasizes strategic management in international contexts, including entry strategies, organizational structures, and managing political risk.

Additionally, it addresses organizational behavior and human resource management across cultures, focusing on leadership styles, motivation theories, and cross-cultural team dynamics. Through case studies, exercises, and integrative examples, the course provides students with practical insights into navigating complexities in international business environments while fostering critical thinking and problem-solving skills.

## 2. Learning outcomes

### General Competencies (GS):

- GS 5.** Knowledge and understanding of the subject area and understanding of professional activity.  
**GS 12.** Ability to generate new ideas (creativity).  
**GS 14.** Ability to work in an international context.

### Professional Competencies (PC):

- PC 4.** Ability to identify functional areas of the organization and the relationships between them.  
**PC 5.** Ability to manage the organization and its departments through the implementation of management functions.  
**PC 7.** Ability to choose and use modern management tools.  
**PC 8.** Ability to plan the activity of organization and manage time.  
**PC 12.** Ability to analyze and structure the problems of the organization, to form justified decisions.  
**PC 15.** Ability to form and demonstrate leadership qualities and behavioral skills.

### Program learning outcomes (PLO):

- PLO 3.** Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.  
**PLO 4.** Demonstrate skills to identify problems and justify managerial decisions.  
**PLO 5.** Describe the content of the functional fields of the organization activity.  
**PLO 7.** Demonstrate organizational design skills.  
**PLO 8.** Apply management methods to ensure the effectiveness of the organization activity.  
**PLO 9.** Demonstrate skills of interaction, leadership, teamwork.

**IC.** Ability to solve comprehensive specialized problems and practical problems characterized by complex and uncertain conditions, in the field of management or in the learning process, which involves the use of theories and methods of social and behavioral sciences.

## 3. Course scope

Type of class	Total number of hours/ ECTS credits - 150 HOURS /5 ECTS CREDITS		
Total number of hours / mode of studies	full-time	part-time	e-learning
lectures	28	14	14
seminars / practical / laboratory classes	22	14	14
Individual work	70	92	92
Exam	30	30	30

## 4. Prerequisites

Students enrolling in this course should have a foundational understanding of management principles, social and political structures, cultural dynamics, and economic theories. They should be familiar with organizational frameworks, the influence of socio-political factors on business environments, and fundamental economic concepts that shape international trade and investment. To enroll in “International Management”, students must have completed “Introduction to Management”, “Socio-Political Studies”, “History of World Culture”, and “Economic Theory and Economic History”.

## 5. Hardware and software

PC / laptop, Internet access, camera, microphone

## 6. Course policies – students must adhere to a code of academic integrity:

<https://int.krok.edu.ua/images/download/code-of-academic-integrity-2025.pdf>

Academic integrity is the presentation of one's own work and the proper recognition of the contribution of others.

Any violation of this principle constitutes academic dishonesty and may result in poor evaluation and disciplinary action.

**Forms of academic dishonesty include:**

- Plagiarism - presenting all or part of someone else's work as one's own in an academic exercise, such as an exam, a computer program, or a written assignment.
- Fraud - Using or attempting to use unauthorized materials during an exam or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) a copy of an examination or exam answers.
- Promoting academic dishonesty - helping others commit an act of dishonesty, such as replacing an exam or completing a task for someone else.
- Fabrication - modification or transfer, without permission, academic information, or records.

## **7. Programme of the course**

### **Module #1**

#### **Topic 1. Globalization and International Linkages**

Definition of Globalization. Globalization vs. Internationalization. Economic and Regional Integration. Changing Global Demographics. Shifting Economic Power in the Global Economy. Emerging Economies.

#### **Topic 2. The Political, Legal, and Technological Environment**

Overview of Political Systems and Ideologies. Legal and Regulatory Environment. International Law Basics. Technological Advancements and Trends. Impact of Technology on Communication and Innovation.

#### **Topic 3. Ethics, Social Responsibility, and Sustainability**

Ethical Theories in International Management. Corporate Social Responsibility (CSR). Sustainability Practices. Reconciling Cultural Ethical Differences. Global Business and Environmental Impact.

#### **Topic 4. Cultural Dimensions in Management**

Definition and Nature of Culture. Hofstede's Cultural Dimensions. Trompenaars' Model of Culture. GLOBE Project and Managerial Implications. Cross-Cultural Comparisons.

#### **Topic 5. Managing Across Cultures**

Strategies for Cross-Cultural Management. Parochialism and Cultural Simplification. Differences in Cultural Practices Across Regions. Managing Multicultural Teams.

#### **Topic 6. Organizational Culture and Diversity**

Characteristics of Organizational Cultures. Interaction between National and Organizational Cultures. Phases of Multicultural Development. Advantages and Challenges of Diversity. Effective Team Building in Multicultural Contexts.

#### **Topic 7. Cross-Cultural Communication and Negotiation**

Process of Communication Across Cultures. Language and Perceptual Barriers. Nonverbal Communication. Strategies for Cross-Cultural Negotiations. Cultural Influences on Bargaining and Decision-Making.

### **Module #2**

#### **Topic 8. Strategy Formulation and Implementation**

Strategic Management Process. Global and Regional Strategies. Environmental Scanning. Goal Setting and Resource Analysis. Specialized Strategies for Emerging Markets.

### Topic 9. Entry Strategies and Organizational Structures

Overview of Entry Strategies: Exporting, Licensing, Joint Ventures, and Franchising. Types of Organizational Structures: Global, Transnational, and Regional. Challenges of Organizational Design in Multinational Companies.

### Topic 10. Managing Political Risk, Government Relations, and Alliances

Understanding Political Risks: Macro and Micro Levels. Strategies for Managing Government Relations. Building and Managing Alliances. Role of Host Governments in Alliances.

### Topic 11. Management Decision and Control

Decision-Making Process and Authority. Factors Influencing Decision-Making in Organizations. Approaches to Control: Financial, Quality, and Personnel Performance. Linking Decision-Making to Organizational Control Mechanisms. Applications of Control Techniques in Global Management.

### Topic 12. Motivation Across Cultures

Theories of Motivation: Maslow, Herzberg, and Expectancy Theory. Cultural Variations in Motivation. Job Design and Work Centrality. Incentive Systems in International Contexts.

### Topic 13. Leadership Across Cultures

Leadership Theories: Transformational, Transactional, and Authentic Leadership. Managerial Styles Across Cultures. Cultural Influences on Leadership Effectiveness. Developing Global Leadership Skills.

### Topic 14. Human Resource Management in International Contexts

Selection and Development of International Employees. Adaptability to Cultural Changes. Compensation and Benefits for Expatriates. Training Programs and Cross-Cultural Assimilators. Repatriation and Transition Strategies.

## 8. Course scheme

Topic	Number of hours									Control form
	Full-time			Part-time			E -learning			
	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	
Module # 1										
Topic 1. Globalization and International Linkages	2	2	5	2	2	6	2	2	6	S, T, CS, P, E
Topic 2. The Political, Legal, and Technological Environment	2		5			6			6	S, T, CS, P, E
Topic 3. Ethics, Social Responsibility, and Sustainability	2	2	5			7			7	S, T, CS, P, E
Topic 4. Cultural Dimensions in Management	2	2	5			6			6	S, T, CS, P, E

Topic 5. Managing Across Cultures	2	2	5	2	2	7	2	2	7	S, T, CA, CS, P, E
Topic 6. Organizational Culture and Diversity	2	2	5			7			7	IA, S, T, CA, CS, P, E
Topic 7. Cross-Cultural Communication and Negotiation	2	2	5	2	2	7	2	2	7	S, T, CA, CS, P, E
<b>Module #2</b>										
Topic 8. Strategy Formulation and Implementation	2	2	5	2	2	6	2	2	6	S, T, CA, CS, P, E
Topic 9. Entry Strategies and Organizational Structures	2		5			6			6	S, T, CA, CS, P, E
Topic 10. Managing Political Risk, Government Relations, and Alliances	2	2	5	2	2	7	2	2	7	S, T, CA, CS, P, E
Topic 11. Management Decision and Control	2	2	5	2	2	7	2	2	7	S, T, CS, E
Topic 12. Motivation Across Cultures	2	2	5			6			6	S, T, CA, CS, P, E
Topic 13. Leadership Across Cultures	2	2	5	2	2	7	2	2	7	S, T, CS, P, E
Topic 14. Human Resource Management in International Contexts	2		5			7			7	S, T, CS, P, E
<b>Total hours</b>	<b>28</b>	<b>22</b>	<b>70</b>	<b>14</b>	<b>14</b>	<b>92</b>	<b>14</b>	<b>14</b>	<b>92</b>	-
<b>FINAL CONTROL/ Exam</b>	<b>30</b>			<b>30</b>			<b>30</b>			-
<b>TOTAL</b>	<b>150</b>			<b>150</b>			<b>150</b>			-

### Control form

IA – individual assignments  
S – survey  
T – test, mid-term tests  
CA – calculation assignments  
CS – solving case-studies  
P – oral presentation  
E – exam

### 9. Individual tasks

Individual tasks are an integral part of the educational process, as they contribute to the development of analytical skills, creative thinking and independence of students.

#### **Content of an individual educational and research task (educational project)**

The individual task consists of three types of questions. Task options are posted on the Moodle platform:

##### 1. Open Question

- Requires a comprehensive, well-detailed answer based on theoretical knowledge and analysis of additional information.
- Assesses your understanding of the topic, your ability to express your own opinions, and your skill in arguing and supporting your position.

##### 2. Calculation Task

- Involves performing specific calculations using formulas or economic models.
- Evaluates your knowledge of economic methods and your ability to apply them in practice.

3. Situational Task
- Presents a real-life economic problem or case study that must be analyzed with a proposed solution.
  - Tests your capacity to apply theoretical knowledge to practical problems and make informed decisions.
- Requirements for completing the task
- Logical Structure: Answers should be clearly organized and include an introduction, main body, and conclusion.
  - Strong Argumentation: Every statement should be well-supported with logical arguments and references to credible sources.
  - Accuracy: Ensure calculations are precise and presented with appropriate units of measurement.
  - Originality: All responses must be your own work and free of plagiarism.
  - Formatting: The task must adhere to the formatting guidelines specified on the Moodle platform.

### 10. Teaching methods

In the process of studying the discipline “Introduction to Management” various types of educational activities, teaching methods, and technologies are utilized to enhance student learning and engagement.

Types of educational activities:

1. Lectures. Sessions where the lecturer provides theoretical and practical material, introducing fundamental management concepts, principles, and tools.
2. Seminars. Interactive classes where students engage in discussions, analyze case studies, and participate in group activities to deepen their understanding of management topics.
3. Practical classes. Sessions that focus on applying management techniques and tools to solve real-world problems.

Teaching methods and technologies:

1. Presentations and multimedia materials. Incorporating slides, videos, and visual aids to improve comprehension and make the learning process more engaging.
2. Active learning methods. Encouraging student participation through group projects, discussions, role-playing exercises, and brainstorming sessions that foster active involvement and collaboration.
3. Case method. Using real-world management scenarios for analysis, enabling students to apply theoretical knowledge, develop critical thinking, and enhance decision-making skills.

Use of information technologies. Leveraging interactive learning platforms and digital tools to provide an enriched and modern educational experience.

### 11. Control methods

Control measures are used to determine the success of training. Control measures include mid-term tests (3) and final control.

Mid-term tests are carried out during practical (seminar) classes and is aimed at checking the level of preparedness of the student to perform a specific task.

The final control is carried out to evaluate the learning results after the end of the study of the discipline (semester control) or modules separated according to the working curriculum.

During the study of this course, the following forms of current control are used: mid-term tests.

When studying this course, the following form of semester control is used: credit.

### 12. Distribution of points received by students

Evaluation of student learning results is carried out according to the University scale (0-100 points) and the national scale.

General course evaluation system: Participation in the work during the semester / exam – 60%/40%

All tasks must be written independently, plagiarism is prohibited, no references or citations are required. The quality and originality of your arguments are evaluated. The assignments should be presented in Moodle.

### 13. Scoring scheme for the course



Type of educational activity	Max score	Max total score
Modules #1 & #2		
Solving case-studies (1 x 5 points)	5	
Calculation assignments (2 x 2,5 points)	5	
Surveys / Test (1 x 5 points)	5	
Oral presentation (1 x 5 points)	5	
Individual work (1 x 10 points)	10	
Mid-term test (3 x 10 points)	30	
<b>Total for modules #1 &amp; #2</b>	<b>60</b>	
<b>Exam</b>		<b>40</b>
<b>Total for the course</b>		<b>100</b>

The minimum score for admission to the exam is 21 points.

### 13.1. Conditions for awarding points

#### 1. Solving case-studies (Maximum Score – 5 Points)

- Completeness of the Solution (2 Points): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.
- Accuracy of Answers (2 Points): All numerical data and calculation results must be accurate.
- Clarity of Presentation (1 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.

#### 2. Calculation assignments (Maximum Score – 2,5 Points)

- Completeness of the Solution (1 Point): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.
- Accuracy of Answers (1 Point): All numerical data and calculation results must be accurate.
- Clarity of Presentation (0,5 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.

#### 3. Tests (Maximum Score – 5 Points)

- Number of Correct Answers (5 Points): Students receive 0,25 points for each correct answer (total number of tests per session is 20).

#### 4. Survey (Maximum Score – 5 Points)

- Correctness of Answers (3 Points): Answers to questions must be accurate and correct.
- Coverage of the Topic (2 Points): Answers should demonstrate knowledge of all key aspects of the topic.

#### 5. Oral presentation (Maximum Score – 5 Points)

- Substance (2 Points): Completeness and depth of topic coverage, inclusion of relevant data and examples.
- Visual Presentation (2 Points): Quality of slides, use of graphics, clarity, and aesthetics.
- Communication Skills (1 Point): Ability to convey information to the audience, respond to questions, and engage listeners.

#### 6. Individual Work (Maximum Score – 10 Points)

- Depth of Research (3 Points): Quality of topic analysis, use of various sources of information and literature.
- Structure and Formatting (2 Points): Adherence to formatting requirements, logical structure of the work, correctness of citations.
- Originality and Creativity (2 Points): Presence of personal conclusions, recommendations, and interesting ideas.

- Responses to Questions (3 Points): Engagement in presenting work results, participation in discussions, and feedback.

#### 7. Mid-term tests (Maximum Score – 10 Points)

- Number of Correct Answers (10 Points): Students receive 0,5 points for each correct answer (total number of tests per session is 20).

### 13.2. Final assessment criteria

University scale	Ukrainian Grade
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90 and higher	excellent
70–89	good
50–69	satisfactory
1–49	unsatisfactory

#### 14. Methodological provision

Attention Students:

All educational and methodological materials, including lecture plans, video recordings, presentations, seminar assignments, case studies, and more, are available in the Moodle course “International Management” (Volodymyr Volodymyrovych Tokar) at the following link: <https://dist.krok.edu.ua/course/view.php?id=3122>

#### 15. Recommended literature

##### Basic

1. Doh, J. P., Luthans, F., & Gaur, A. S. (2024). *International management: Culture, strategy, and behavior* (12th ed.). McGraw Hill LLC.

##### Additional

- Mostafa, M. M. (2023). A one-hundred-year structural topic modeling analysis of the knowledge structure of international management research. *Quality & Quantity*, 57(3905–3935). <https://doi.org/10.1007/s11135-022-01548-w>
- Peng, Y. (2024). Research on cross-international business operation and management strategies of enterprises. *Modern Management Science & Engineering*, 6(1), 142–151. <https://doi.org/10.22158/mmse.v6n1p142>
- Yousfi H. (2021). International Management, Should We Abandon the Myth of Cultural Hybridity? A Re-examination of the Contribution of Postcolonial and Decolonial Approaches. *M@n@gement*, 24(1), 80-89. <https://doi.org/10.37725/mgmt.v24i1.6309>
- Gökmen, A. (2018). International Management, Differentiating Factors, and its Relation to Culture. *International Journal of Sustainable Economies Management (IJSEM)*, 7(3), 30-39. <https://doi.org/10.4018/IJSEM.2018070103>
- Lumineau, F., Hanisch, M., & Wurtz, O. (2021). International management as management of diversity: Reconceptualizing distance as diversity. *Journal of Management Studies*. <https://doi.org/10.1111/joms.12686>
- Idris, M., Nurhadi, N., & Sakinah, S. (2024). Challenges and Opportunities in International Business Management. *Advances in Business & Industrial Marketing Research*, 2(3), 179–189. <https://doi.org/10.60079/abim.v2i3.309>
- Wang, S. (2023). Research on cross-cultural management in international business activities. *Academic Journal of Business & Management*, 5(13). <https://doi.org/10.25236/AJBM.2023.051313>

#### 16. Additional information on the discipline (educational component)

Certificates of completion for distance or online courses on the relevant topics may be credited provided that the requirements outlined in the corresponding regulation are met.

##### Work programme of the discipline:

Compiled by: Professor of the Department of International Business, Doctor of Economic Sciences, PhD in Economics, Professor Volodymyr Tokar.

Approved: at the meeting of the Department of International Business (Protocol No. 2 dated September 17, 2024).