



## Syllabus Course Program



# Managerial skills in international business

### Specialty

073 – Management

### Institute

Institute of Education and Science in Economics, Management and International Business

### Educational program

International business

### Department

Management (204)

### Level of education

Bachelor's level

### Course type

Special (professional), Elective,

### Semester

7

### Language of instruction

English

## Lecturers and course developers



### Andrii Ivakhnenko

[Andriy.Ivakhnenko@khpi.edu.ua](mailto:Andriy.Ivakhnenko@khpi.edu.ua)

PhD in Economic Sciences, Associate Professor of Management department

Authored and co-authored over 70 scientific and methodological publications.

Courses: International Marketing, Supply Chain Management, Innovative Activities in International Business, Management of Innovations in International Business

More about the lecturer on the department's website

<https://web.kpi.kharkov.ua/mto/about/staff/ivakhnenko/>

## General information

### Summary

The course is based on mastering the skills related to the acquisition of managerial skills and knowledge necessary for activities in the field of international business. The main focus is on the process of in-depth study of the specifics of management activities in international companies and the analysis of practical cases.

### Course objectives and goals

Formation of a system of knowledge about management activities in international business, creation of competence in the mechanisms and features of management decision-making in international companies, as well as the acquisition of skills and abilities to formulate strategic management decisions in international business.

### Format of classes

Lectures - 32 h., Workshops - 16 h., self-study - 72 h. The course ends with a differentiated grading.

### Competencies

GC11. The ability to adapt to a new situation and take an action.

GC12. Ability to generate new ideas (creativity).

SC02. The ability to analyze the results of an organization's activity, to compare them with the factors of the external and internal environment.

SC03. The ability to identify prospects for organizational development.

### **Learning outcomes**

LO 03. To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO 06. To demonstrate the skills of searching, collecting and analyzing information, calculating indicators to justify management decisions.

LO 09. To demonstrate the skills of interaction, leadership, teamwork.

### **Student workload**

The total volume of the course is 120 hours (4 ECTS credits): lectures - 32 hours, Workshops - 16 hours, Self-study - 72 hours.

### **Course prerequisites**

To successfully complete the course, you must have knowledge and practical skills in the following disciplines: 'International Business', 'Fundamentals of management', 'Introduction to the speciality'.

### **Features of the course, teaching and learning methods, and technologies**

During lectures and practical classes, multimedia technologies are used, interactive discussions and presentations on the organization of the process of innovation in international business are held. Assignments are individual in nature and are completed throughout the course. The content of the assignments covers the main topics of the course. Study materials are available to students through OneDrive, MS365.

## **Program of the course**

### **Topics of the lectures**

**Topic 1. Lectures 1. Introduction: subject, goals and objectives of the course 'Managerial Skills in International Business'.**

1. Course objectives. 2. Management skills in the international context. 3. The role of the manager in global business..

**Topic 2. Lectures 2-3. Management processes in international business.**

1. The essence of decisions in international companies. 2. Stages of the management process. 2. Identification of key decisions. 3. The influence of global factors on management decision-making..

**Topic 3. Lectures 4-5. Modern features of management decision-making in international business.**

1. Modern trends in management decisions. 2. Identification of key strategic decisions. 3. Risks and opportunities.

**Topic 4. Lecture 6. Assessment of the internal environment of an international company for making management decisions.**

1 Analysis of corporate culture. 2. Assessment of resources and opportunities. 3. Internal barriers and advantages.

**Topic 5. Lecture 7. Assessment of the external environment of an international company for making management decisions.**

1. Market and competitor analysis. 2. Influence of political and economic factors. 3. Assessment of external threats.

**Topic 6. Lecture 8-9. Management decisions in the innovation activities of international companies.**

1. The role of innovation in management. 2. Strategies for innovative development. 3. Innovative challenges and opportunities for international companies..

**Topic 7. Lecture 10. Strategic management in international companies.**

1. Formation of strategy in the international market. 2. Tools for strategic analysis. 3. Implementation of strategic plans.

**Topic 8. Lecture 11. Portfolio analysis in the management decision-making process.**

1. Analysis of investment portfolios. 2. Risk and return assessment. 3. Optimisation of resources..

**Topic 9. Lecture 12-13. The impact of globalisation processes on management decisions in international business.**

1. Global trends and their impact. 2. Adaptation to changes. 3. International partnerships and competition.

**Topic 10. Lectures 14. Prospects for the development of management activities in international business.**

1. Trends in the development of management practices. 2. Challenges for the future.3. Prospects for international companies.

**Topic 11. Lectures 15. Socio-cultural aspects of management in international business.**

1. The impact of cultural differences on management decisions. 2. Intercultural communications in business. 3. Adaptation of management strategies to cultural characteristics.

**Topic 12. Lectures 16. Leadership in international business.**

1. Trends in the development of management practices. 2. Modern challenges and requirements for management skills. 3. Prospects for the development of management potential for international companies

## **Topics of the workshops**

**Workshop 1. Management skills in international business.**

Analysis of key management skills. Analysis of real cases of international management. Assessment of management styles in global business.

**Workshop 2 Decision-making in international companies.**

Analysis of management decisions in international companies. Development of an algorithm for making an effective decision. Influence of global factors on the decision-making process.

**Workshop 3. Analysis of the internal environment of the company.**

Research of corporate culture of international companies. SWOT analysis of internal resources.

Assessment of internal barriers to company development.

**Workshop 4. Analysis of the external environment of international business.**

Using PESTEL analysis for market assessment. Analysis of the competitive environment (Porter's model).

Development of recommendations for an international company regarding external risks.

**Workshop 5. Innovation management in international business**

Identification of strategies for innovative development. Assessment of innovation challenges in global business. Development of cases on the implementation of innovations.

**Workshop 6. Strategic management and portfolio analysis**

Application of strategic analysis tools. Formation of an international company's portfolio. Assessment of risks and profitability of projects.

**Workshop 7. The impact of globalisation on management decision-making.**

Study of the impact of globalisation on international business. Analysis of cases of adaptation to change.

Development of recommendations for companies in a global environment.

**Workshop 8. Leadership and intercultural communication.**

Identification of effective leadership styles in international business. Analysis of the impact of cultural factors on management. Development of a strategy for intercultural interaction.

## **Topics of the laboratory classes**

no laboratory classes.

## **Self-study**

The course involves completing a cross-cutting calculation task. Students are also recommended additional materials for self-study and analysis.

## **Course materials and recommended reading**

1. Erin Meyer. The Culture Map: Breaking Through the Invisible Boundaries of Global Business. PublicAffairs, 2014. 180 p.

2. Morschett, D., Zentes, J., Schramm-Klein, H. Strategic international management: text and cases: New York, NY: Springer Berlin Heidelberg, 2015.3.

3. Hill, C. W. L. International Business: Competing in the Global Marketplace: McGraw-Hill Education, 2021. 688с.
4. Файнзільберг О.А. Теорія прийняття рішень : підручник / Л.С. Файнзільберг, О.А. Жуковська, В.С. Якимчук. Київ : Освіта України, 2018. 246 с.
5. Michael R. Czinkota , Ilkka A. Ronkainen , Suraksha Gupta. International Business 9th Edition. Cambridge University Press; 9th edition. 2021. 588 p.
6. Hill, C. W. L. International Business: Competing in the Global Marketplace: McGraw-Hill Education, 2021. 688с.
7. Martin M. Top 10 BEST Decision Making Tools for Business in 2021 / August 27, 2021. URL: <https://www.guru99.com/decision-making-tools.html>.
8. Dagher K. 10 of the Most Effective Group Decision Making Techniques June 21,2021. URL: <https://fellow.app/blog/productivity/group-decision-making-techniques/>

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

100% of the final grade consists of the final assessment (30%) and the current assessment (70%).  
Final assessment: results of the student's independent work (30%). Current assessment: tests (30%); completion of tasks during workshops (40%).

### Grading scale

Total points	National	ECTS
90-100	Excellent	A
82-89	Good	B
75-81	Good	C
64-74	Satisfactory	D
60-63	Satisfactory	E
35-59	Unsatisfactory (requires additional learning)	FX
1-34	Unsatisfactory (requires repetition of the course)	F

## Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: [https://blogs.kpi.kharkov.ua/v2/nv/?page\\_id=208](https://blogs.kpi.kharkov.ua/v2/nv/?page_id=208)

## Approval


Approved by

Date, signature



Head of the department  
Olena PROKHORENKO

Date, signature



Guarantor of the educational program  
Olena CHAIKOVA

