

**PJSC ‘Higher Educational Institution
‘Interregional Academy of Personnel Management’**



**SYLLABUS OF THE ACADEMIC DISCIPLINE
‘MANAGEMENT SKILLS IN INTERNATIONAL BUSINESS’**

Speciality: D3 Management
Educational level: first (bachelor’s) level
Study programme: Management

General information about the academic discipline

Name of the academic course	“Management skills in international business ”
Code and name of the speciality	D3 ‘Management’
Level of higher education	first (bachelor’s) level of Higher Education
Status of the discipline	Optional
Number of credits and hours	3 credits / 90 hours Lectures: 20 Seminar classes: 14 Independent work of students: 56
Terms of study of the discipline	semester
Language of instruction	Ukrainian
Type of final assessment	Credit
Page of the discipline on the website	https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026

General information about the lecturer. Contact information

TELEPNEVA OLGA SVYATOSLAVNA	
Scientific degree	Candidate of Economic Sciences
Academic title	
Position	Associate Professor of the Department of Management
Disciplines taught by NPP	Introduction to the "Management" specialty Theory of organizations HR management Self-managed
Areas of scientific research	Management of competitiveness of economic entities, logistics activities
Links to identifier registers for scientists	Google Scholar; https://scholar.google.com.ua/citations?user=b3p06cAAAAAJ&hl=uk ORCID; https://orcid.org/0000-0003-4052-4928
Contact information of the lecturer :	

E-mail:	olgatelepneva86@gmail.com
Contact phone number	+380677818088
The teacher's portfolio on the website of the department /Institute /Academy	https://kh.maup.com.ua/

Course annotation. The academic discipline aims at mastering skills related to mastering management skills and knowledge necessary for activities in the field of international business. The main attention is paid to the process of in-depth study of the specifics of management activities in international companies and analysis of practical cases.

The subject of the academic discipline «Management skills in international business» is a set of relations, processes, methods and management tools that ensure the effective functioning of business entities in the international environment. It covers the study of decision-making features, work organization and cross-cultural interaction in international corporations.

The purpose of studying the discipline is to form in future specialists a system of knowledge about the implementation of management activities in international business, to create competence regarding the mechanisms and features of management decision-making in international companies, as well as to acquire skills and abilities for the formation of strategic management decisions in international business.

Tasks of the academic discipline: the tasks of the academic discipline «Management skills in international business» are the formation of students' complex of professional competencies for effective management in a cross-cultural environment. The main tasks include the study of decision-making tools, the development of leadership qualities, communication skills, management of international teams, as well as the analysis of business negotiation strategies.

Prerequisites of the academic discipline. Studying the academic discipline «Management skills in international business» is based on the knowledge and skills acquired by students at the undergraduate level. Namely: management, management of foreign trade.

Post-requisitess of the academic discipline. The knowledge and skills acquired by students in the process of studying the academic discipline «Management skills in international business» contribute to the successful study by students of higher education of a number of other academic disciplines aimed at the formation of professional knowledge and skills.

Content of the academic discipline (full-time education)

№	Topic name	Teaching methods/ assessment methods
CONTENT MODULE 1. BASIC PRINCIPLES OF THE DISCIPLINE «MANAGEMENT SKILLS IN INTERNATIONAL BUSINESS»		Teaching methods: verbal (educational lecture; conversation; educational discussion); inductive method; deductive method; analytical method; synthetic method; practical (working with economic models, statistics, graphs); Explanatory and illustrative; reproductive; problem presentation method; partially-search; Research; interactive methods (analysis of
Topic 1.	Introduction: subject, goals and objectives of the course «Management skills in international business».	
Topic 2.	Management processes in international business.	
Topic 3.	Modern features of management decision-making in international business. Modern trends in management decisions. Identification of key strategic decisions. Risks and opportunities.	
Topic 4.	Assessment of the internal environment of an international company for management decision-making.	

Topic 5.	Assessment of the external environment of an international company for management decision-making.	<p>economic situations; discussions, debates; brainstorming; situational modeling; practice of modeling skills);</p> <p>case method (analysis of real economic situations, search for problems, proposal of solutions, construction of models);</p> <p>modeling of professional activity (building economic models, forecasting, scenario modeling).</p> <p>Assessment methods: oral control (oral survey, evaluation of participation in discussions, other interactive learning methods);</p> <p>written control (control, independent works, analytical tasks, essays);</p> <p>test control (closed form tests: test alternative, test compliance, data and model analysis tasks); self-control and self-assessment method;</p> <p>assessment of case tasks;</p> <p>assessment of project and laboratory works (simulation of economic processes, forecasting).</p>
CONTENT MODULE 2. MANAGEMENT SOLUTIONS IN INNOVATIVE ACTIVITIES OF INTERNATIONAL COMPANIES		
Topic 6.	Management solutions in the innovative activity of international companies. The role of innovation in management. Strategies of innovative development. Innovative challenges and opportunities for international companies.	
Topic 7.	Strategic management in international companies. Formation of strategy on the international market. Strategic analysis tools. Implementation of strategic plans.	
Topic 8.	Portfolio analysis in the process of making management decisions. Analysis of investment portfolios. Risk and profitability assessment. Resource optimization.	
Topic 9.	The impact of globalization processes on management decisions in international business.	
Topic 10.	The impact of globalization processes on management decisions in international business. Prospects for the development of management activities in international business. Trends in the development of management practices. Challenges for the future. Prospects for international companies.	
Modular test		
Form of assessment: credit		

Technical facilities and/or software. In the educational process, classrooms, a library, a multimedia projector and a computer are used to conduct lecture and seminar classes with elements of the presentation. Studying certain topics and performing practical tasks requires access to information from the worldwide Internet, which is provided by a free Wi-Fi network.

Forms of control methods.

Control of the success of education seekers is divided into current and final (semester).

Current control is carried out during practical and seminar classes. Its purpose is systematic verification:

- understanding and assimilation of the theoretical foundations of economic processes;
- ability to apply knowledge to build models and analyze economic data;
- skills in diagnosis and forecasting of economic processes;
- use of specialized software for modeling and processing statistical data.

Forms of student participation in the educational process, which are subject to current control:

- speeches and presentations on the analysis of economic processes;
- oral reports on the analysis of economic cases;
- addendum, questions to who answers;
- systematic work in seminar classes and activity during discussions;

- participation in discussions, brainstorming, interactive forms of classes;
- analysis of economic data, statistical indicators, economic and mathematical models;
- written assignments (control papers, test papers, analytical and abstract papers);
- preparation of notes, theses, analytical notes;
- independent study of discipline topics and lecture materials.

Current control methods:

- oral control (survey, conversation, report, message);
- written control (control work, analytical report, abstract, performance of tasks for building models or processing statistics);
- combined control (oral and written combination to assess understanding and practical skills);
- presentation of independent work or case analysis;
- observation of activity and participation in practical classes;
- test control (closed and open tasks, analysis of graphs and models);
- work with problem situations (analytical cases, scenario modeling of economic processes).

Assessment system and requirements.

Table of distribution of points received by students of higher education*

Topics	Ongoing knowledge assessment										Final control		
											Modular control work	Credit **	Total number of points
	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	20	20*	100
Work in a seminar class	3	3	3	3	3	3	3	3	3	3			
Independent work	3	3	3	3	3	3	3	3	3	3			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

When assessing the mastery of each topic for the current academic activity, applicants are given grades based on the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the Assessment of Academic Achievement of Higher Education Students at PJSC 'Higher Educational Institution 'MAUP'".

Modular control is carried out in the last class of the module in written form, in the form of a test.

Criteria for assessing the modular test in the academic discipline "Management skills in international business":

When assessing the modular test, the volume and correctness of the tasks are taken into account:

- a grade of 'excellent' (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- a 'good' (B) grade is given for completing 80% of all tasks;
- a 'good' (C) grade is given for completing 70% of all tasks;
- a 'satisfactory' (D) grade is given for correctly completing 60% of the proposed tasks;
- A grade of 'satisfactory' (E) is given for the correct completion of more than 50% of the

proposed tasks.

- A grade of ‘unsatisfactory’ (FX) is given for the completion of less than 50% of the tasks. Failure to attend the module test results in 0 points.

The above grades 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.

Final Semester Assessment

The final semester assessment in the course “Management skills in international business” is a mandatory component of evaluating students’ learning outcomes. It is conducted within the timeframe established by the academic calendar and covers the full scope of material defined by the course syllabus.

The final assessment is conducted in the form of a test. Only students who have completed all required coursework and assessment tasks are admitted to the final semester assessment.

The final grade is determined based on the student’s academic performance throughout the semester. It consists of:

- points accumulated through continuous assessment;
- incentive (bonus) points awarded in accordance with institutional regulations.

Students who have completed all required tasks and obtained 60 points or higher receive the corresponding final grade without additional testing.

Students who have completed all required tasks but obtained fewer than 60 points, as well as those wishing to improve their grade, are required to complete a final test administered during the last scheduled class of the semester.

Assessment of Additional (Individual) Learning Activities

Additional (individual) learning activities include participation in: scientific conferences; student research groups and academic clubs; problem-focused research groups; preparation of academic publications; national academic Olympiads and competitions; international competitions and other scholarly activities exceeding the requirements of the course syllabus.

By decision of the department, students who actively participate in research activities or complete additional individual academic tasks may be awarded incentive (bonus) points for the respective educational component.

Assessment of Independent Study

The total number of points obtained for independent study constitutes an integral component of the overall academic performance in the course.

Independent work for each topic, in accordance with the course syllabus, is assessed within a range of 0 to 3 points, based on standardized and generalised assessment criteria evaluating the level of knowledge acquisition and analytical competence.

Assessment scale for independent work (individual assignments) assessment criteria.

Maximum possible grade for independent work (individual assignments)	Level of implementation			
	Excellent	Good	Satisfactory	Unsatisfactory
3	3	2	1	0

Assessment forms include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competences (optional format); solving situational tasks; preparing summaries of independently studied topics; testing or written exams; preparing draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum and

contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activity at a high level.

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

Final assessment scale: national and ECTS

Total points for all types of educational activities	ECTS rating	Assessment on a national scale	
		for exams, course projects (assignments), practical training	for credit
90 – 100	A	excellent	passed
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking the exam	Failed with the possibility of retaking the exam
0 – 34	F	unsatisfactory with mandatory retaking of the course	Failed with mandatory retaking of the course

Course policy.

To successfully master the course «Management skills in international business», the student of education has to:

- regularly attend lectures and practical classes;
- systematically, systematically and actively work in lectures and practical classes;
- practice missed classes or unsatisfactory grades obtained in classes;
- perform in full the tasks required to be prepared by the teacher, their proper quality;
- perform control and other independent work;
- adhere to the norms of academic behavior and ethics.

The course «Management skills in international business» involves the assimilation and observance of the principles of ethics and academic integrity, in particular the focus on preventing plagiarism in any of its manifestations: all works, reports, essays, essays and presentations must be original and author's, not overburdened with quotes, which must be accompanied by references to primary sources. Violations of academic integrity are considered: academic plagiarism, self-plagiarism, fabrication, falsification, write-off, deception, bribery, biased assessment.

Recommended sources of information.

1. Erin Meyer. The cultural map: breaking through the invisible borders of global business. PublicAffairs, 2014. 180.
2. Sazonets O. M. Managed by international business... Educational assistant. Rivne: NUVHP. 2019. 388 p. URL: <https://ep3.nuwm.edu.ua/>
3. Michael Chinkota, Ilkka Ronkainen, Suraksha Gupta. International Business 9th edition. Cambridge University Press; 9th ed. 2021. 588 p.
4. Hill, CWL International Business: Competing in the Global Marketplace: McGraw-Hill Education, 2021. 688c.
5. Fainsilberg. Decision theory: textbook /. Fainsilberg,. Zhukovska,. Yakymchuk. Nod: Education of Ukraine, 2018.246 p.
6. Michael Chinkota, Ilkka Ronkainen, Suraksha Gupta. International Business 9th edition. Cambridge University Press; 9th ed. 2021. 588 p.
7. Hill, CWL International Business: Competing in the Global Marketplace: McGraw-Hill

Education, 2021. 688c.

8. Martin Top 10 BEST Business Decision Tools in 2021 /August 27, 2021. URL:
<https://www.guru99.com/decision-making-tools.html>