

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ



Міжнародні стратегії

робоча програма навчальної дисципліни

Галузь знань
Спеціальність
Освітній рівень
Освітня програма

29 Міжнародні відносини
292 Міжнародні економічні відносини
другий (магістерський)
Міжнародний бізнес

Статус дисципліни
Мова викладання, навчання та оцінювання

базова
англійська

Завідувач кафедри
міжнародного бізнесу
та економічного аналізу

Ірина ОТЕНКО

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS



International strategies

syllabus of the educational discipline

Field of knowledge	29 International relations
Specialty	292 International economic relations
Educational level	second (master's)
Educational program	International business

Discipline type	basic
Teaching, learning and assessment language	English

Head of
*Department of International business
and economic analysis*

Iryna OTENKO

APPROVED

At the meeting of the Department of International Business and Economic Analysis
Protocol № 1 from 25.08.2020

Compiled by

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**Letter of renewal and re-approval
of the syllabus of the educational discipline**

Academic year	Date of the meeting of the department - the developer of syllabus	Protocol number	Signature of the head of the department

Abstract of the discipline

The relevance of international strategies is confirmed by in-depth theoretical research in international business, the practical need to use a systematic approach to assess internal reserves and external opportunities to ensure long-term business success in foreign markets, the need to unify strategic alternatives used in international economic relations.

The principles and methods of choosing international strategies underlie any activity, forming its competitive advantages, confidence in the development of current actions and positive adaptation to unstable, multidirectional vectors of international economic relations.

International strategies provide a geographical vector of growth, competitive advantage, flexibility and synergy in the international market, which determines the specific structure of the discipline, a wide range of specialized issues and the priority of strategic directions for the development of the entire management system.

The discipline "International Strategies" is a basic discipline and is studied in accordance with the curriculum for the training of specialists of the educational level "Master" specialty 292 "International Business" of all forms of education.

The purpose of teaching the discipline is to form a system of knowledge, skills and practical skills on the theoretical foundations and methodological and practical tools for the formation and selection of international strategies.

Characteristics of the discipline

Course	1M
Semester	1
Number of credits ECTS	5
Form of final assessment	Exam

Structural scheme of studying the discipline

Prerequisites	Postrequisites
Management	Comprehensive training
World economy and international economic relations	Export-import operations
Strategic management	International security
International marketing	

Competences and discipline results

Competences	Results
Ability to analyze and evaluate geoeconomic strategies of countries from the standpoint of national economic interests	To determine the geoeconomic strategies of countries and their regional economic priorities, taking into account national economic interests and the security component of international economic relations in the context of global human problems and the asymmetry of the distribution of world resources
Ability to make informed decisions on the establishment of international economic relations at all levels of their implementation	Make informed decisions on the problems of international economic relations under uncertain conditions and requirements; think creatively, show flexibility in making decisions based on logical arguments and verified facts in a limited time and resources based on the use of various

	diagnostic methodologies of leading international organizations
Ability to assess the scale of global firms and their position in world markets, ability to learn and master modern knowledge	Monitor, analyze, evaluate the activities of global firms (corporations, strategic alliances, consortia, unions, trusts, etc.) in order to identify their competitive positions and advantages in world markets
Ability to communicate in a foreign language, ability to work in a team	Have the necessary knowledge and skills for business communication in the field of international economic relations, as well as communicate effectively at the professional and social levels, including oral and written communication in a foreign languages
Ability to search, process and analyze information from various sources, ability to conduct research at the appropriate level	Systematize, synthesize and organize the information obtained, identify problems, formulate conclusions and develop recommendations using effective approaches and technologies, specialized software to solve complex problems of practical problems taking into account the cross-cultural characteristics of the subjects of international economic relations; to analyze normative-legal documents, to evaluate analytical reports, to use normative-administrative documents and reference materials competently, to conduct applied analytical developments, to professionally prepare analytical materials
Ability to form a mechanism for introducing a strategic component into the international activities of the enterprise and determine the strategic potential of the enterprise in the field of international business	Conduct an analysis of management decisions of the enterprise and assess their impact on international activities in the long run; to substantiate the optimal international strategy of the enterprise on the basis of modern typology; determine the strategic position and potential of the enterprise in the foreign market

Course Content

Content module 1. Theoretical and methodological principles of formation and development of the strategic component in the field of international business

Topic 1. Theoretical essence of the strategic orientation of international business.

Theoretical essence of the strategic component of international business development. The need to form a strategic component in the international activities of the enterprise. Interrelation of management subsystems in the process of international economic activity. Analysis of basic theoretical approaches to strategic management of international business. Research of all subsystems of management of the international activity on criteria: mission, object of concentration of attention, consideration of a time factor, a basis of construction of a management system, the approach to personnel management, criteria of efficiency of management. Endogenous approach to the interpretation of strategic management and the characteristic positions of its representatives: I. Gluck, L. Jauh., A. Thompson Strickland. Definition of strategic management by A. Rove, D. Shendy, Z. Romyantseva as representatives of the exogenous approach to the essence of strategic management of international activities. Research of strategic management of international activities as a system with many

components based on an institutional approach. Conceptual approach to determining the essence of international strategies of the enterprise under the conditions of using software thinking tools. Levels of existence of international strategies of the enterprise. Object, subject and main tasks of international strategies at the corporate level. Characteristic features of the formation of the subject area of international business strategies. Object and subject of international strategies at the functional level. Sphere of functional direction of international strategies of the enterprise.

Topic 2. The environment for the formation of international strategies. Features of formation of international strategies. Internal environment for the formation of international strategies. The external environment of international strategies. Political, legal and regulatory environment. The influence of leading countries on the peculiarities of shaping the conditions of development. New leaders of the world economy. The EU as an influential economic agent. The role of developing countries in shaping the conditions for the development of the world economy. Economic environment. Economic epidemics. World trade and market fluctuations. Instability of financial markets. International investment and problems of financing national economies. Globalization and international strategies. Globalization and regionalization. Prerequisites, concepts, sources and main manifestations of globalization. Theories of globalization. Positive and negative consequences of globalization. Formation of national development strategies in the context of globalization.

Topic 3. Features of national and integration strategies. National development strategies of leading countries. The purpose and objectives of economic development strategies of leading countries. Models of economic development of leading states. Strategies of leading states in the field of foreign policy. Foreign policy of the USA, Japan, the EU, China. Socio-economic strategies for the development of leading states. Socio-economic strategies for the development of transition economies. Investment strategies of transition economies. Industrial policy. Structural policy. Social policy of countries with economies in transition. External strategies of the post-Soviet states. Integration processes. One- and multi-vector integration interaction. CIS development strategies. Problems, principles and directions of formation of strategies of economic development of Ukraine. International integration strategies. The main elements of international integration strategies. Stages of development and evolution of organizational forms of integration. Features of integration processes in the EU, NAFTA, ASEAN. Post-socialist countries in the system of international strategies. GUAM, OCHES.

Content module 2. Determining the strategic potential of an international business entity. Optimization of business directions of the international business entity.

Topic 4. Formation of the strategic component of international business entities. Formation of a strategic component of international business development. Characteristic features and structure of the preparatory stage of formation of the strategically-oriented system of management of the international activity. Forming a program of strategic changes based on deadlines and financial security. Implementation of strategic changes in the field of international business. Completion of the process of forming a model of strategic management of international activities: identifying prospects and shortcomings. The main stages of development of the strategic component in the international market. Four stages of determining the model of substantiation and choice of international strategies according to G. Simon. The specificity of forming a list of strategic goals in the international market in accordance with the definition of philosophy and mission, under the influence of the results of the analysis of indirect external and internal environment, competitive and portfolio analysis. Formation of an international strategy and initiation of adaptive processes for its effective implementation. Graphic representation of the process of implementing international strategies using the infinity symbol.

Topic 5. Methods for evaluating strategic alternatives in the field of international business. Defining a step-by-step structure for assessing the factors that determine the choice of international strategies. Basic model of choosing international development strategies. Determination of quantitative and qualitative indicators of evaluation of international activities. Principles of

combining indicators into a single system of evaluation of international strategic alternatives. Conducting strategic analysis and formation of a competitive profile. Using methods of strategic analysis to assess non-comparable indicators under a single quantitative score. The essence and practical use of the control card. Calculation of integrated indicators of each direction of international activity or influence of the external environment in order to identify strengths and weaknesses, threats and opportunities of the external environment. Using the quantitative value of integrated indicators to build a graphical part of strategic analysis. Research of a competitive profile on I. Ansoff's control card. Determining success factors in the international market. Quantitative limitation of key success factors that can develop simultaneously in international economic activity. A universal list of key success factors in various areas of international activity. Segmentation positioning in the international market taking into account competition. The essence of using the map of strategic groups in the strategic management of international activities. Formation of a step-by-step model of the process of building a strategic map. Selection of characteristic indicators of international activity for analysis based on competitive advantages. Determining the development trends of all international market operators and determining an adequate international strategy.

Topic 6. Typology of international strategies of the enterprise. General typology of international strategies. Features of the use of competitive strategies depending on the sector of the economy. Characteristic features of the primary sector of the economy. Classification of agricultural, mining and processing industries. International strategies in the activities of enterprises of the secondary and tertiary spheres of the economy. Characteristics of industry, trade and services with a high variety of products, the existence of substitute products, low switching costs, significant intensity of competition, differences in brands. Restrictions on the use of secondary and tertiary sectors of the economy by enterprises. Types of strategies depending on the degree of adaptation of the business to the conditions of the international market. General stages of internationalization of international business. The need to form adaptive strategies to changing conditions of international markets. Strategy of duplication of the national business model, advantages and disadvantages of its use in the international activity of the enterprise. Using a multilocal strategy in the middle stages of internationalization of international business. Global strategy in the international activities of large companies. International strategies of the enterprise by the criterion of the degree of internationalization of business. The strategy of creating a wholly owned subsidiary. Establishment of a subsidiary in a new location or acquisition of a foreign enterprise or a share of its assets. Strategy for creating a joint venture. Terms of using the licensing strategy to ensure the rapid development of the enterprise in the international market. The main criteria for using the franchise strategy. Modern principles of using offshore production strategy. Export-import strategies of the enterprise on the international market. Strategies for external growth of the enterprise. The main advantages of using offensive and defensive strategies of external growth. Reasons for applying an external diversification strategy. Concepts, forms and financial consequences of application of concentric external diversification of activity. The main advantages, disadvantages and ensuring significant financial synergy in the case of using conglomerate external diversification in strategic activities. Characteristic features of the external integration strategy. Determining the conditions for using the strategy of horizontal external integration of the enterprise. The essence of the strategy of vertical external integration of the enterprise.

Teaching and learning methods

In the process of teaching the discipline "International Strategies" methods are used that are aimed at activating and stimulating educational and cognitive activities of higher education. During the lectures problem lectures, presentations, discussions on topical issues are used. During the practical classes the method of projects, case studies, work in small groups, presentations, brainstorming, individual research work are used.

The procedure for evaluating learning outcomes

The system of assessment of formed competencies in students takes into account the types of classes, which in accordance with the curriculum of the discipline include lectures and practical classes, as well as independent work. Assessment of the formed competencies of higher education seekers is carried out according to the accumulative 100-point system. Control measures include:

in lectures the active participation of students in discussions and brainstorming during classes is assessed (1 points for each task);

the practical classes assess the quality of completed projects, the solution and justification of the case study, the activity of work in small groups and the implementation of individual and group projects (2 points for each task);

the independent work is evaluated when performing an individual research task during the semester and its presentation (1 points for each task);

current control (5 points for each task), which is carried out during the semester during lectures and practical classes and is estimated by the amount of points scored (maximum amount - 60 points; the minimum amount that allows the applicant to pass the exam - 35 points).

Modular control is carried out in the form of current control work and colloquium and, taking into account the current control for the relevant content module, aims to integrated assessment of learning outcomes of higher education after studying the material from the logically completed part of the discipline - content module.

The final control is conducted in the form of a semester exam, according to the schedule of the educational process. Final control of knowledge and competencies of higher education students in the discipline is carried out on the basis of a semester exam, the task of which is to test the student's understanding of the program material as a whole, logic and relationships between individual sections, ability to creatively use accumulated knowledge. to a certain problem of academic discipline, etc. The examination ticket covers the program of the discipline and provides for the determination of the level of knowledge and the degree of mastery of competencies by applicants for higher education. Each exam ticket for the discipline "International Strategies" contains three tasks of different types of complexity: stereotypical, diagnostic and heuristic, which test the level of mastery of professional competencies. The examination task is performed in writing. The result of the semester exam is evaluated in points (maximum number - 40 points, minimum number of credits - 25 points). The stereotypical task of the examination ticket reveals the level of mastering by the applicant of higher education knowledge of the theoretical substantiation of theories and basic concepts on the formation of international strategies, definition of international development strategies of the world. The diagnostic task reveals the level of students' mastery of knowledge and skills to summarize the results of calculations and draw competent conclusions to determine the strategic potential of the international business entity. The heuristic task reveals a higher level of mastery of professional competencies by students in relation to the optimization of business areas of the international business entity.

The algorithm for solving each problem includes separate stages, which differ in terms of complexity, complexity and importance for solving the problem. Therefore, the individual tasks and stages of their solution are evaluated separately from each other as follows: Task 1 (stereotypical) - 7 points, namely: 3 - correct methodological approach to the analysis of the situation, 2 - correct definition of components in this international situation, 2 - task design: substantiation, conclusion. Task 2 (diagnostic) - 13 points, namely: 3 - possession of theoretical knowledge and application of basic concepts in the context of the problem, 3 - the ability to reveal the essence and justify ways to solve the problem, 3 - use a creative approach to solving the problem, 4 - sequence and argumentation of the material. Task 3 (heuristic) - 20 points, namely: 4 - choosing a methodically appropriate approach, knowledge of calculation formulas, 5 - arithmetically correct calculation of indicators, 5 - formality of generalization of the problem, 6 - reasonable creative conclusion about the value of the indicators.

An applicant for higher education should be considered certified if the sum of points obtained from the final / semester test is equal to or exceeds 60. The minimum possible number of points for

current and modular control during the semester is 35 and the minimum possible number of points scored in the exam is 25 .

The final grade for the discipline is calculated taking into account the points obtained during the exam and the points obtained during the current control of the accumulative system. The total result in points for the semester is: "60 or more points - credited", "59 or less points - not credited" and is entered in the test "Statement of performance" of the discipline.

The criterion for successful completion of the final assessment by a higher education applicant may be the achievement of the minimum threshold levels of assessment for each planned learning outcome of the discipline.

The final grade is set according to the scale given in the table "Grade scale: national and ECTS".

Forms of assessment and distribution of points are given in the table "Rating-plan of the discipline".

National and ESTC scale of evaluation

Total scores gained for all types of activities	ESTC score	National scale	
		examination	test (credit)
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C		
64 – 73	D	satisfactory	
60 – 63	E		
35 – 59	FX	unsatisfactory	foiled
1 – 34	F		

Rating plan of the discipline

Topic	Forms and types of education		Forms of evaluation	Max score
Topic 1. Theoretical essence of the strategic orientation of international business	<i>Classroom work</i>			
	Lecture	Problem lecture. The theoretical essence of the strategic orientation of international business	Active work on lectures	1
	Workshop	Workshop №1. The theoretical essence of the strategic orientation of international business	Active work, work in small groups	2
	Workshop	Workshop №2. The theoretical essence of the strategic orientation of international business	Case study	2
	<i>Individual work</i>			
Questions and tasks for self-study	Sphere of functional direction of international strategies.	Individual research task	1	
Topic 2. The environment for the formation of international strategies. Features of formation of international strategies.	<i>Classroom work</i>			
	Lecture	Lecture-discussion. The environment for the formation of international strategies. Features of formation of international strategies.	Brainstorming	1
	Workshop	Workshop №3. The environment for the formation of international strategies. Features of formation of international strategies.	Presentation	2
	Workshop	Workshop №4. The environment for the formation of international strategies. Features of formation of international strategies.	Case study	2
	<i>Individual work</i>			
Questions and tasks for self-study	Prerequisites, concepts, sources and main manifestations of globalization. Theories of globalization.	Individual research task	1	

Topic 3. Features of national and integration strategies.	<i>Classroom work</i>			
	Lecture	Lecture-discussion. Features of national and integration strategies.	Active work on lectures	1
	Workshop	Workshop №5. Features of national and integration strategies. National development strategies of leading countries.	Case study. Presentation	2
	Workshop	Workshop №6. Features of national and integration strategies. National development strategies of leading countries.	Current control work	5
	<i>Individual work</i>			
Questions and tasks for self-study	International integration strategies	Individual research task	1	
Topic 4. Formation of the strategic component of international business entities.	<i>Classroom work</i>			
	Lecture	Problem lecture. Formation of the strategic component of international business entities.	Brainstorming	1
	Workshop	Workshop №7. Formation of the strategic component of international business entities.	Individual project	2
	Workshop	Workshop №8. Formation of the strategic component of international business entities.	Individual project	2
	<i>Individual work</i>			
	Questions and tasks for self-study	Ecological cycle of enterprise development in the field of international business.	Individual research task	1

Topic 5. Methods for evaluating strategic alternatives in the field of international business.	<i>Classroom work</i>			
	Lecture	Problem lecture. Methods for evaluating strategic alternatives in the field of international business.	Active work on lectures	2
	Workshop	Workshop №9. Methods for evaluating strategic alternatives in the field of international business.	Group project	2
	Workshop	Workshop №10. Methods for evaluating strategic alternatives in the field of international business.	Group project	2
	Workshop	Workshop №11. Methods for evaluating strategic alternatives in the field of international business..	Current control work	7
	<i>Individual work</i>			
Questions and tasks for self-study	Segmentation positioning of the enterprise in the international market taking into account competition.	Individual research task	1	
Topic 6. Typology of international strategies.	<i>Classroom work</i>			
	Lecture	Problem lecture. Typology of international strategies.	Brainstorming	1
	Workshop	Workshop №12. Typology of international strategies.	Colloquium	5
	Workshop	Workshop №13. Typology of international strategies.	Presentation	2
	<i>Individual work</i>			
	Questions and tasks for self-study	Types of strategies depending on the degree of adaptation of the business to the conditions of the international market.	Presentation	5
Types of strategies depending on the degree of adaptation of the business to the conditions of the international market.		Individual research task	6	
Exam			40	

Literature

Basic bibliography

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2. Griffin R., Pastey M. International Business. – Saint-Petersburg: Peter, 2006. - 1088p.
3. International strategies of economic development: a textbook / Ed. Yu. Cossack; V.V. Kovalevsky; O.B. Zakharchenko - Kyiv: Avrio, Education of Ukraine, 2011. - 256 p.
4. Verbeke, A. (2009). International Business Strategy, 1st Edition, Cambridge University Press.
5. Cullen J.B., Parboteeah K.P. (2009). International business: Strategy and the Multinational Company.- N.Y.: Routledge, 2009 - 501 p.

Supplementary bibliography

6. Beamish P., Bartlett Ch. (2013). Transnational Management: Text, Cases & Readings in Cross-Border Management. McGraw-Hill.
7. Hill Ch. W. International business. Competing in the global marketplace. Boston: Irwin/McGraw-Hill Education, 2000 - 752 p.
8. Johnson D., Turner C. International business: Themes and issues in the modern global economy - UK: Routledge, 2003. - 352 p.

Information resources

9. The site of personal educational systems of KhNEU. S. Kuznets. Discipline "International Strategies" - Electronic resource. - Access mode:<https://pns.hneu.edu.ua/course/index.php?categoryid=177>
10. World Bank. [Электронний ресурс]/. – Режим доступу : http://info.worldbank.orgg/etools/kam2/KAM_page5.asp
11. The World Economic Forum. [Электронний ресурс]/. – Режим доступу: <http://www.weforum.org>