

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
Faculty of Economics and Management
Department of Management named after Professor L.I. Mykhailova

MODULE SYLLABUS

International management

(compulsory/optional)

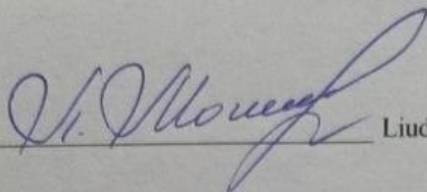
Implemented within the framework of the educational programmer **Management**
(name)

in the speciality 073 «Management»
(code, title)

at the first (bachelor's) level of higher education

Sumy-2026

Author:

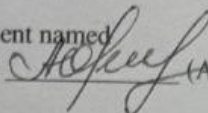


Liudmyla MOHYLNA., PhD, Associate Professor

Module syllabus agreed at
the Department of
Management named after
Professor L.I. Mykhailova

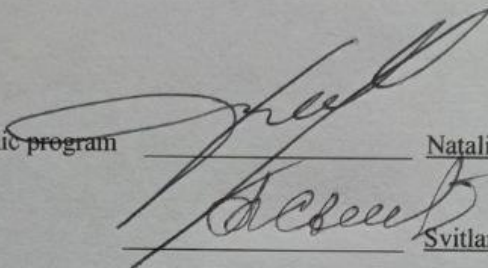
Minutes No 15 dated 02.06.2026

Head Department of Management named
after Professor L.I. Mykhailova

 (Alvina ORIEKHOVA)

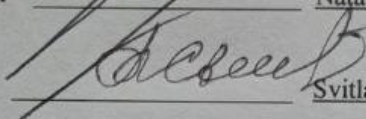
Approved by:

Guarantor of the Academic program



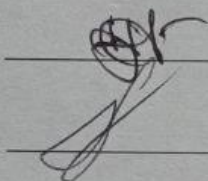
Natalia STOYANETS

Dean of the Faculty



Svitlana LUKASH

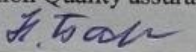
Syllabus review (attached) is provided by:



Liudmyla
DASHUNTINA

Liudmyla
KHROMUSHYNIA

Representative of the Department of Education Quality assurance,
licensing and accreditation



N. Baranik

Registered in electronic data base

12.06 . 2026

Syllabus review data:

The academic year in which changes are made	The Academic program attachment number with changes description	Changes revised and approved		
		Minutes No and date of the department meeting	Head of Department	Guarantor of the Academic program

1. MODULE OVERVIEW

1	Title	International management		
2	Faculty/Department	Faculty of Economics and Management/ Department of Management named after Professor L.I. Mykhailova		
3	Type (compulsory or optional)	Optional		
4	Program(s) to which module is attached (to be filled in for compulsory types)			
5	Module can be suggested for (to be filled in for optional types)	«Management» Academic Program, area of specialization 073«Management»		
6	Level of the National Qualifications Framework	NQF of Ukraine - level 6, FQ-EHEA - first cycle, EQF-LLL - level 6.		
7	Semester and duration of module	7 semester, 15 weeks		
8	ECTS credits number	5		
9	Total workload and time allotment	Directed study		
		Lectures	Practicals	Labs
		30	30	
		Self-directed study		
		90		
10	Language of instruction	English		
11	Module leader	Liudmyla Mohylina - Ph.D., Associate Professor, Associate Professor at the Department of Management named after Professor L.I. Mykhailova Hours of consultations - every Tuesday at 12.15, room 303 e		
11.1	Module leader contact information	liudmyla.mohylina@snau.edu.ua Farafonova_L@ukr.net		
12	Module description	The educational component “International Management” is devoted to the study of theoretical foundations and practical aspects of managing international business activities in the context of globalization. The course covers the basic concepts, principles, and tools of international management, including the specifics of the external environment of international business, forms of global integration, strategic planning, technology policy, human resource management, international marketing, ethical standards, and the regulatory framework for international companies. Particular attention is paid to the activities of transnational corporations, the influence of international institutions and financial organizations, the analysis of national and cultural characteristics of management, as well as the prospects for the development of international business in the context of changes in the global economic environment. The educational component provides students with a systematic understanding of international cooperation processes and the ability to make effective management decisions in a transnational context.		
13	Module aim	Purpose: to acquire theoretical knowledge and develop professional competencies regarding the general principles of building the process of managing international economic activities and the specifics of analyzing the external environment of		

		international business, taking into account the specifics of national stereotypes when making decisions, studying the development strategy of MNCs, their technological policy, and the formation of international teams.
14	Module Dependencies (prerequisites, co-requisites, incompatible modules)	1. The educational component is based on the study of the ECs: «Microeconomics», «Macroeconomics», «Management», «Leadership and Communication in Management», and «International Economic Relations». 2. The educational component forms the basis for undertaking industrial and pre-graduation placements, as well as for the preparation and defence of the qualification work. 3 There are no restrictions.
15	The policy of academic integrity	Compliance with academic integrity by higher education applicants involves the independent completion of academic tasks, tasks of current and final control, learning outcomes. Applicants for higher education are expected to adhere to the principles of academic integrity, being aware of the consequences of its violation, which is determined by the regulatory documents of Sumy National Agrarian University, in particular the Code of Academic Integrity, the Regulations on the Prevention and Detection of Academic Plagiarism at Sumy NAU (a complete list of regulatory documents is available on the university website https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/). It is unacceptable for higher education students: - When performing tests and theoretical surveys, use sources of information (oral (hints), written (works of other persons), printed (books, manuals), electronic (phones, tablets), not allowed by the teacher. For the use of telephones and computer facilities without the permission of the teacher due to violation of discipline, the higher education student receives 0 points for the lesson and is obliged to work out such a lesson. - Cheating during tests is prohibited. Mobile devices are allowed to be used only during online testing. When working on assignments, no violation of academic integrity is allowed: when using Internet resources and other sources of information, a higher education student must indicate the source used to complete the assignment.
16	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=5815
17	Keywords	management, personnel, human resource management, intercultural communication, globalization, foreign economic activity, enterprise, transnational corporations, international environment, international business.

2. CORRELATION BETWEEN MODULE LEARNING OUTCOMES (MLOs) AND PROGRAM LEARNING OUTCOMES (PLOs)

MLOs: On successful completion of the module the learner will be able to:	How assessed
MLOs 1. Know and understand the theoretical foundations, stages of development and key concepts of international business and management; to be familiar with contemporary globalisation processes, the external environment of international business and the role of international economic institutions.	Theoretical knowledge assessment – tests, surveys
MLOs 2. Identify the professional and personal qualities of an international manager; demonstrate the ability to communicate across cultures, take into account national business practices, and adhere to corporate ethics standards.	Solving situational tasks, preparing a report with a presentation
MLOs 3. Analyze the external environment of international business, taking into account political, economic, social, technological, and legal factors; carry out strategic planning, select effective strategies for entering foreign markets, and form development strategies for transnational companies.	Solving situational tasks
MLOs 4. Justify the choice of organizational and legal forms of conducting international business; develop job descriptions, select optimal personnel management models, and form effective technological policies in an international environment.	Solving situational tasks

3. MODULE INDICATIVE CONTENT

Topics	Distribution of hours				Learning resources
	Directed study			Self-directed study	
	Lectures	Practicals	Labs		
Topic 1 International business and international management 1.1 Essence and characteristics of international business 1.2 Main stages of international business development	2	2		6	Main sources: 1- 3. Methodological support: 1-4. Other sources: 1,12
Topic 2 International management: essence, tasks, features 2.1. Evolution of international management as a field of scientific knowledge 2.2 Main tasks of international management	2	2		6	Main sources: 1- 3. Methodological support: 1-4.
Topic 3 External environment of international business 3.1 The main elements of the external environment of international business 3.2 Role functions of international management	2	2		6	Main sources: 1- 3. Methodological support: 1-4.
Topic 4 Features of the analysis of the external environment of international business 4.1 Features of the analysis of the	2	2		6	Main sources: 1- 3. Methodological support: 1-4.

external environment of international business 4.2 National features of international management					
Topic 5 Global integration of international business and its main organizational and legal forms 5.1 Prerequisites and goals of international integration 5.2 International strategic alliances	2	2		6	Main sources: 1- 3. Methodological support: 1-4.
Topic 6 The main organizational and legal forms of international business 6.1 Transnational corporations as a form of multinational companies 6.2 Basic organizational and legal forms of international business	2	2		6	Main sources: 1- 3. Methodological support: 1-4.
Topic 7 Regulation of international business cooperation 7.1 Basic principles of international economic activity 7.2 Mechanism of regulation of foreign economic relations 7.3 International regulatory institutions and organizations	2	2		6	Main sources: 1- 3 Methodological support: 1-4. Other sources: 10
Topic 8 Strategic planning in international firms 8.1 Prerequisites for the formation of an MNC strategy 8.2 Types of international strategies 8.3 Strategic planning algorithm	2	2		6	Main sources: 1- 3 Methodological support: 1-4.
Topic 9 Technological policy of MNCs 9.1 The essence and types of technology policy 9.2 Characteristics of the international technology market 9.3 Planning of international R&D 9.4 International agricultural management and sustainable development	2	2		6	Main sources: 1- 3 Methodological support: 1-4.
Topic 10 Human resource management in international management 10.1 Features of human resource management in international firms. 10.2 Characteristics of approaches to motivation formation 10.3 Motivation of labour in international firms	2	2		6	Main sources: 1- 3 Methodological support: 1-4.
Topic 11 Ethics in international management 11.1 Ethics in international business 11.2 The concept of corporate culture	2	2		6	Main sources: 1- 3 Methodological support: 1-4.
Topic 12 Prospects for the development of multinational companies in modern conditions 12.1 Reasons and objectives of the reorganization of an MNC	2	2		6	Main sources: 1- 3 Methodological support: 1-4.

12.2 The content and mechanism of restructuring of an MNC					
Topic 13 Marketing as a tool of international management 13.1 The essence and scope of international marketing 13.2 Modern features and levels of international marketing	2	2		6	Main sources: 1- 3 Methodological support: 1-4.
Topic 14 Features of international market segmentation 14.1 Features of international marketing research and international market segmentation 14.2 International marketing mix	2	2		6	Main sources: 1- 3 Methodological support: 1-4.
Topic 15 The role of international regulatory institutions and organizations 15.1 International economic organizations of the UN system 15.2 International financial organizations	2	2		6	Main sources: 1- 3 Methodological support: 1-4.
Total	30	30		90	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Learning methods (self-directed study)
MLOs 1. Know and understand the theoretical foundations, stages of development and key concepts of international business and management; to be familiar with contemporary globalisation processes, the external environment of international business and the role of international economic institutions.	Interactive lectures, thematic discussions, solving situational tasks. Interactive learning technologies (for example, the use of multimedia technologies, case studies (a method of analyzing specific situations)).	Express surveys of higher education students, oral surveys, testing, use of training and control tests, use of reference lecture notes, etc.
MLOs 2. Identify the professional and personal qualities of an international manager; demonstrate the ability to communicate across cultures, take into account national business practices, and adhere to corporate ethics standards.	Verbal methods: lecture, explanation, thematic discussion, analysis of specific situations (case-study). Visual methods: use of multimedia technologies. Practical methods: situational tasks.	Independent work with the textbook, with lecture notes in the Moodle system, solving problems, using educational and control tests.
MLOs 3. Analyze the external environment of international business, taking into account political, economic, social, technological, and legal factors; carry out strategic planning, select effective strategies for entering foreign markets, and form development strategies for transnational companies.	Verbal methods: lecture, explanation, thematic discussion, analysis of specific situations (case-study). Visual methods: use of multimedia technologies. Practical methods: situational tasks.	Independent work with the textbook, with lecture notes in the Moodle system, solving problems, using educational and control tests.

MLOs 4. Justify the choice of organizational and legal forms of conducting international business; develop job descriptions, select optimal personnel management models, and form effective technological policies in an international environment.	Verbal methods: lecture, explanation, thematic discussion, analysis of specific situations (case-study). Visual methods: use of multimedia technologies. Practical methods: situational tasks.	Independent work with the textbook, with lecture notes in the Moodle system, solving problems, using educational and control tests.
---	--	---

5. ASSESSMENT

5.1. Diagnostic assessment

5.2. Summative assessment

5.2.1. Intended learning outcomes methods:

No	Summative assessment methods	Grades	Deadline
1	Theoretical section of knowledge: Oral questioning or testing on each topic (for each correct answer 1 point) for the first and second milestone control The maximum score for the first theoretical milestone control is 25 points The maximum score for the second theoretical milestone control is 25 points	50 points / 50%	At week 7, on the 15 week
2	Preparation of a report with presentation	10 points /10%	4 weeks
3	Solving situational tasks	20 points / 20%	according to the schedule of practical classes by the end of week 7
4	Solving situational tasks	20 points / 20%	according to the schedule of practical classes by the end of week 15
	TOTAL	100 points / 100%	

5.2.2. Grading criteria

Summative assessment method	Unsatisfactory	Satisfactory	Good	Excellent
Theoretical section of knowledge: Oral questioning or testing on each topic (for each correct answer 1 point) for the first and second milestone control The maximum score for the first theoretical milestone control is 25 points	<i><30 points</i> <i>The higher education applicant has some theoretical elements of the course. There is no integrity of understanding of the theoretical material.</i>	<i>30-37 points</i> <i>The higher education applicant has mastered the basic theoretical material provided by the program of the discipline, which are minimally acceptable. Understands the main provisions, but makes a significant number of inaccuracies and gross errors that can be eliminated with the help of the teacher.</i>	<i>37-46 points</i> <i>The higher education applicant demonstrates good knowledge, has a good command of the material that corresponds to the program of the discipline, but makes some inaccuracies.</i>	<i>47-50 points</i> <i>The higher education applicant demonstrates a complete and solid knowledge of theoretical material in the amount that corresponds to the program of the discipline.</i>

The maximum score for the second theoretical milestone control is 25 points				
Preparation of a report with presentation	<6 points	6-8 points	8-9 points	9-10 points
	<i>The requirements for the task are not fulfilled</i>	<i>Most of the requirements are met, but some components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	<i>All requirements of the task are fulfilled</i>	<i>All the requirements of the task are fulfilled, creativity, thoughtfulness are demonstrated, and the higher education applicant offers his/her own solution to the problem</i>
Solving situational tasks	<12 points	12-15 points	15-17 points	17-20 points
	<i>The requirements for the task are not fulfilled</i>	<i>Most of the requirements are met, but some components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	<i>All requirements of the task are fulfilled</i>	<i>All the requirements of the task are fulfilled, creativity, thoughtfulness are demonstrated, and the higher education applicant offers his/her own solution to the problem</i>
Solving situational tasks	<12 points	12-15 points	15-17 points	17-20 points
	<i>The requirements for the task are not fulfilled</i>	<i>Most of the requirements are met, but some components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	<i>All requirements of the task are fulfilled</i>	<i>All the requirements of the task are fulfilled, creativity, thoughtfulness are demonstrated, and the higher education applicant offers his/her own solution to the problem</i>

5.3. Formative assessment

Formative exercises are designed to enable students to develop particular aspects of their learning, prior to summative assessments. Formative exercises are designed to help students use feedback and self-reflection to manage and develop their learning so that they can see how to improve their work.

No	Formative Assessment elements	Date
1	Survey and oral comments from the teacher on its results	Week 3, 5, 9, 12, 15
2	Self-assessment of current testing	In week 7, week 15
3	Verbal feedback from the teacher and higher education students on the presentation	In 3 weeks
4	Teacher's instructions in the process of performing practical situational tasks	On each lesson
5	Solving situational tasks	Each practical lesson
6	Oral feedback from the teacher and higher education students on the implementation of practical calculation tasks	By the end of 7 and 15 weeks

5.4. Grading scale (final) – generally accepted for the university

Total points for all types of academic activity	ECTS grade	Assessment on the national scale (for credit)
90-100	A	Credited
82-89	B	
75-81	C	
69-74	D	
60-68	E	
35-59	FX	not credited with the possibility of retaking the exam
0-34	F	not credited with mandatory retaking of the course

6. LEARNING RESOURCES

6.1. Key resources

1 Arndt Sorge, Niels Noorderhaven, Carla Koen. Comparative International Management. Routledge; 3rd edition. 2023. 250 p.

2 Fred Luthans, Jonathan P. Doh. International management: Culture, Strategy, and Behavior. McGraw-Hill Education. Tenth Edition. 2023. 692 p.

3 Ibraiz Tarique, Dennis R. Briscoe, Randall S. Schuler. International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM). 6th Edition. Routledge; 6th edition. 2022. 502 p

6.2. Methodological support

1 International management. Synopsis of lecture for applicants for the first (bachelor's) level of higher education in the field of knowledge 07 "Management and Administration" in the specialty 073 "Management"/ Mohylna L.M. Sumy, 2024. 102 p. (Minutes № 1 dated 20.08.24).

2 International management. Methodological recommendations for conducting practical classes for applicants for the first (bachelor's) level of higher education in the field of knowledge 07 "Management and Administration" in the specialty 073 "Management" / Mohylna L.M Sumy, 2024. 69 p. (Minutes № 1 dated 20.08.24).

3 International management. Methodical instructions for independent work and the performance of individual tasks for applicants for the first (bachelor's) level of higher education in the field of knowledge 07 "Management and Administration" in the specialty 073 "Management"/ Mohylna L.M Sumy, 2024. 36 p. (Minutes № 1 dated 20.08.24).

4 E-course (teaching materials) based on the Moodle platform. URL: <https://cdn.snau.edu.ua/moodle/course/view.php?id=5815> (accessed 1 July 2026).

6.3. Additional resources

1 Mohylna L., Oriekhova A., Khromushyna L. Vykorystannia innovatsiinykh IT tekhnolohii dlia HR-menedzhmentu. *Ekonomika ta suspilstvo*. 2022. № 44. DOI: <https://doi.org/10.32782/2524-0072/2022-44-56> (accessed 1 July 2026).

2 Mohylna L., Kharchenko T., Klietsova N. Osnovni aspekty upravlinnia sotsialno-ekonomichnym rozvytkom personalu pidpriemstva v umovakh staloho rozvytku. *Ekonomika ta suspilstvo*. 2023. № 54. DOI: <https://doi.org/10.32782/2524-0072/2023-54-55> (accessed 1 July 2026).

3 Mohylna L.M. Upravlinnia ta rozvytok personalu z vykorystanniam informatsiinykh tekhnolohii. *Tsyfrova ekonomika ta ekonomichna bezpeka*. 2023. Vypusk 7 (07). Pp. 104-110. DOI: <https://doi.org/10.32782/dees.7-17> (accessed 1 July 2026).

4 Khromushyna L.A., Mohylna L.M. Formuvannya tsifrovikh kompetentnostei personalu. *Skhidna Evropa: yekonomika, biznes ta upravlinnya*. 2025. № 1 (46). S. 80-85. DOI: <https://doi.org/10.32782/easterneurope.46-11> (accessed 1 July 2026).

5 Kharchenko Tetyana, Mohylna Liudmyla. The role of educational institutions in the development and management of social responsibility. *Tsyfrova ekonomika ta ekonomichna bezpeka*. 2023. Vyp. 6(06). Pp. 52-55. DOI: <https://doi.org/10.32782/dees.6-10> (accessed 1 July 2026).

6 Mohylna L. Innovative system of personnel training and management in vocational education institutions based on digital transformation. *Ekonomika ta suspilstvo*. 2023. № 51. DOI: <https://doi.org/10.32782/2524-0072/2023-51-55> (accessed 1 July 2026).

6.4 Software

- 1 Use of standard Microsoft packages: Word, Excel, PowerPoint.
- 2 Multimedia, video and sound reproduction, projection equipment (video cameras, projectors, screens).
- 3 Service for organising online classes and webinars "Zoom"
- 4 Massive open online course platforms (Prometheus, Coursera, Diya. Digital Education, etc.) – as a tool for informal education for studying elements of the educational component, allowing for the deepening of knowledge on topics and the formation of additional digital competencies.