

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
WESTERN UKRAINIAN NATIONAL UNIVERSITY

APPROVED

Director of B. Havrylyshyn Education
and Research Institute of International
Relations

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« 31 »

2023



APPROVED

Interim Vice Rector
for Academic Affairs and Research

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« 31 »

2023



COURSE OUTLINE

"MANAGEMENT OF INTERNATIONAL CORPORATIONS"

Degree of higher education	master
Field of knowledge	07 Management and administration
Specialty	073 Management
Educational and scientific program	"International Management"

Department of International Economic Relations

Form of education	Course	Semester	Lectures	Practice	ISW	Training, CPIT	IWS	Together	Exam
	1	2	30	15	5	6	64	120	2

Ternopil - WUNU
2023

The course outline is compiled on the basis of the educational and scientific program for training masters in the field of knowledge 07 "Management and administration", specialty 073 "Management", approved by the Academic Council of WUNU (protocol No. 10 dated 06.23.2023).

The course outline was created by:

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The course outline was approved at the meeting of the Department of International Economic Relations, protocol No. 1 dated August 29, 2023.

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Reviewed and approved by the support group of specialty 073 "Management", protocol No. 1 dated 08.31.2023.

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STRUCTURE OF THE COURSE "MANAGEMENT OF INTERNATIONAL CORPORATIONS"

1. Description of the discipline "Management of international corporations"

Discipline – Management of international corporations	Field of knowledge, specialty, SVO	Characteristics of the academic discipline
Number of credits ECTS – 4	Branch of knowledge 07 "Management and administration"	Discipline status: compulsory Language of instruction: English
The number of credit modules is 4	Specialty 073 "Management"	Year of preparation: 1 Semester: 2
The number of content modules is 2	Degree of higher education - master's degree	Lectures: 30 hours. Practical: 15 hours.
The total number of hours is 120 hours.	Educational and scientific program - "International Management"	Independent work: 64 hours. Training, CPIT- 6 hours. IRS - 5 hours.
Weekly hours – 8 hours, of which 3 are classroom hours		Type of final control: exam

2. PURPOSE AND OBJECTIVES OF THE DISCIPLINE "Management of international corporations"

2.1. The purpose of studying the discipline

The goal of discipline "Management of international corporations" is the formation of a knowledge system about basic categories, methodological aspects of management organization in international corporations and on international markets, their priorities in modern conditions.

The subject of the study of the discipline is a set of principles and modern approaches to the management of the activities of international corporate-type companies.

2.2. The task of studying the discipline

Tasks of lecture classes:

- teaching students in accordance with the program and work plan theoretical foundations of management of international corporations;
- formation of students' integral system of theoretical knowledge from the course "Management of international corporations".

As a result of studying the discipline, students should know: theoretical concepts of management categories of international corporations; methods of making managerial decisions in the international market; methodology of international market analysis and market selection; methodological apparatus of the organization of international management in corporations.

The task of conducting practical classes:

- learn theoretical and practical skills in using international tools of management in corporations operating on the world market;
- to learn more deeply and consolidate the theoretical knowledge received at the lectures.

As a result of studying the discipline, students should be able to: use in their further activities rational technology, heuristic and quantitative tools for substantiating and making management

decisions when entering the foreign market; use the methodology of strategic planning of organizations' activities to determine the main goals and develop programs for their achievement in the conditions of a complex dynamic international environment; conduct analysis of international markets; control and determine the effectiveness of the company's international activities in various markets.

2.3. Name and description of competences, the formation of which ensures the study of the discipline:

SC 13. Ability to make administrative decisions and develop corporate policies to achieve business goals in the international environment;

SC 14. Ability to develop proposals for areas of investment activity and participation in global production structures and clusters as ways to improve the efficiency of corporate governance in the international environment;

2.4. Prerequisites for studying the discipline

"Business English Communications", "Project management", "Investment management", "Team management and leadership".

2.5. Learning outcomes:

PLO 16. To make administrative decisions on the development of corporate policy to achieve business goals in the international environment;

PLO17.To formulate areas of investment activity, substantiate forms of participation in global production structures and clusters to improve the efficiency of corporate governance in the international environment.

3. PROGRAM OF EDUCATIONAL DISCIPLINE

"Management of international corporations"

Content module 1. Theoretical and methodological foundations of management of international corporations

Topic 1. International corporations and their role in modern international business

The concept of an international corporation. Characteristic features of international corporations. Evolution and formation of international corporations. Transnationalization and internationalization of the world economy as prerequisites for the emergence of international corporations. Transnational corporations. The main criteria for belonging to TNCs. Multinational corporations. Global companies. Basic principles of activity and tasks of international corporations. Ratings of the world's largest international corporations.

Topic 2. The essence and tasks of the management of international corporations

The essence and specifics of international management in international corporations. Corporate management and corporate governance. The main tasks of management in international companies. Peculiarities of planning in international corporations. Strategic management in international markets. Making management decisions in TNCs. Organizational structure of international corporations and organizational culture. Personnel management in international companies. Management, communications and control at TNK.

Topic 3. Theoretical concepts of international corporations

The historical aspect of development and the main reasons for the growth of international production. Theories of TNC evolution. Product life cycle theory (R. Vernon, France); catch-up cycle theory; the theory of oligopolistic protection (F. Nikkerbockeg); the theory of ways of investment development of the nation (J. Dunning); institutional theories (F. Perroux, R. Barr, K. Mynar). Theories of transnationalization. Technological concept (J. Galbraith, USA); the theory of monopolistic advantages or market power (S. Hymer, USA); theory of internalization (R. Buckley, England); eclectic theory (J. Dunning); theory of competitive advantage of nations (Heckscher-Ohlin).

Topic 4. International business environment

General characteristics of the international business environment and its influence on decision-making in international business. International economic environment, its components. Main macroeconomic indicators of the country. Level of competition. International political and legal

environment. Political risks and methods of assessing their level. Rating of countries by level of corruption. Investment attractiveness of the market. International socio-cultural environment, its composition. Language, religion, values, archetypes. Education, science. Culture, art. Belonging to different social groups. Cultural dimensions of H. Hofstede.

Content module 2. Main components of management of international corporations

Topic 5. Strategic management in international corporations

The essence of strategic management in international companies. Strategic orientations of international companies. Ethnocentrism. Polycentrism. Regiocentrism. Geocentrism. Stages of strategic planning in an international company. Strategy and tactics. Mission, strategic vision, values of an international corporation. Formulation of goals and objectives. Main types of international strategies. Implementation of the company's international strategy.

Topic 6. Organizational structure and reorganization of international corporations

The concept of the organizational structure of an international corporation. Relationship between strategy and organizational structure. Types of organizational structures of international corporations. Organization chart. The main criteria for building the organizational structure of TNCs. Organizational structure and stages of internationalization of the firm. Functional structure. Geographical structure. Product structure. Matrix structure. Organizational structures of virtual organizations. The essence and reasons for the reorganization of international corporations. Types of reorganization of corporations. Mergers and acquisitions. Division and division of corporations. The main stages of reorganization. Consequences of reorganization of international corporations. Assessment of reorganization effectiveness.

Topic 7. Human capital management in international corporations

Specifics of personnel management in international companies. The concept of human capital. Talent management. Elements of the human capital management system of an international corporation. The main factors affecting personnel management in international companies. Search and recruitment of personnel in international companies, basic requirements for candidates. Personnel training system. Adaptation of personnel. Personnel rotation. Motivation systems in international companies. Management of multinational groups. Conflict management.

Topic 8. Control and assessment of the effectiveness of international corporations

The concept of control in an international corporation. Previous, current and final control. Analysis and assessment of management efficiency in an international corporation. Corporate reporting. Formation of the annual report. The structure of the annual report of an international corporation.

Topic 9. Main areas of investment activity of international corporations

Components of TNC investment activity. Financial planning. Investment risk management. Management of portfolio foreign investments. Portfolio diversification. Hedging General trends in the movement of direct foreign investments of international corporations. Regional features of TNC investment activity. The latest trends in the structure of international investment activities of TNCs.

Topic 10. Financial management in international corporations

International tax planning and foreign operations of TNCs. Blocked funds in the activities of transnational structures. Management of financial flows of TNCs. The holding mechanism of TNK management. Financing of TNC activities. Transfer pricing. TNCs on international financial markets. Exchange activity of international corporations.

Topic 11. Technological policy and social responsibility of international corporations

The essence of the types of technological policy of international corporations. International technology market. Technology life cycle. Planning of international research and development. International technology transfer. Intangible assets of TNK. Ethics and social responsibility in international business. Environmental policy of international companies. International social responsibility campaigns.

Topic 12. Branch specifics of international corporations

Global production structures and clusters. TNC in the oil and gas complex. Information and telecommunication TNCs. TNC in metallurgy and mechanical engineering. Energy TNCs. TNCs in the agricultural sector. Pharmaceutical TNCs. TNCs in the service sector.

4. CREDIT CREDIT STRUCTURE FOR THE COURSE "Management of international corporations"

Content of the discipline	Number of hours					
	Lectures	Practical training	IRS	SRS	Training, CPIT	Control activities
Content module 1. Theoretical and methodological foundations of management of international corporations						
Topic 1. International corporations and their role in modern international business	2	1	-	9	2	Tests
Topic 2. The essence and tasks of the management of international corporations	2	1	1	9		Tests
Topic 3. Theoretical concepts of international corporations	2	1	-	9		Tests
Topic 4. International business environment	2	1	2	9		Tests, current survey
Content module 2. Main components of management of international corporations						
Topic 5. Strategic management in international corporations	2	1	-	9	4	Tests, tasks
Topic 6. Organizational structure and reorganization of international corporations	2	1	-	10		Tests, tasks
Topic 7. Human capital management in international corporations	2	1	1	9		Tests, tasks
Topic 8. Control and assessment of the effectiveness of international corporations	4	1	-	9		Tests, tasks
Topic 9. Main areas of investment activity of international corporations	2	2	-	9		Tests, tasks
Topic 10. Financial management in international corporations	4	2	-	9		Tests, tasks

Topic 11. Technological policy and social responsibility of international corporations	4	2	1	9		Tests, tasks
Topic 12. Branch specifics of international corporations	2	1	-	9		Tests, tasks
Together	30	15	5	64	6	

5. SUBJECTS OF PRACTICAL LESSONS ON THE DISCIPLINE "Management of international corporations"

Practical lesson No. 1

Topic:International corporations and their role in modern international business. The essence and task of management of international corporations.

Goal:learn the essence and tasks of management of international corporations.

Questions for discussion:

1. The concept of an international corporation. Characteristic features of international corporations. Evolution and formation of international corporations. The essence and specifics of international management in international corporations. Corporate management and corporate governance. The main tasks of management in international companies. Peculiarities of planning in international corporations.

2. Tasks, testing

Practical lesson No. 2

Topic: Theoretical concepts of international corporations

Goal:learn the theoretical concepts of international corporations.

1. The historical aspect of development and the main reasons for the growth of international production. Theories of TNC evolution. Product life cycle theory (R. Vernon, France); catch-up cycle theory; the theory of oligopolistic protection (F. Nikkerbockeg); the theory of ways of investment development of the nation (J. Dunning); institutional theories (F. Perroux, R. Barr, K. Mynar). Theories of transnationalization. Technological concept (J. Galbraith, USA); the theory of monopolistic advantages or market power (S. Hymer, USA); theory of internalization (R. Buckley, England); eclectic theory (J. Dunning); theory of competitive advantage of nations (Heckscher-Ohlin).

2. Practical task.

Topic:International business environment.

Goal:learn the main components of the international business environment and be able to evaluate their impact on international management.

Questions for discussion:

1. General characteristics of the international business environment and its influence on decision-making in international business. International economic environment, its components. Main macroeconomic indicators of the country. Level of competition. International political and legal environment. Political risks and methods of assessing their level. Rating of countries by level of corruption. Investment attractiveness of the market. International socio-cultural environment, its composition.

2. Tasks, testing

Practical lesson No. 3

Topic:Strategic management in international corporations

Goal:to understand the essence and methods of strategic management in international corporations.

Questions for discussion:

1. The essence of strategic management in international companies. Strategic orientations of international companies. Ethnocentrism. Polycentrism. Regiocentrism. Geocentrism. Stages of strategic planning in an international company. Strategy and tactics. Mission, strategic vision, values of an international corporation. Formulation of goals and objectives. Main types of international strategies. Implementation of the company's international strategy.

2. Tasks, testing.

Topic:Organizational structure and reorganization of international corporations

Goal:learn the main methods of forming organizational structures of international corporations and the peculiarities of their reorganization.

Questions for discussion:

1. The concept of the organizational structure of an international corporation. Relationship between strategy and organizational structure. Types of organizational structures of international corporations. The essence and reasons for the reorganization of international corporations. Types of reorganization of corporations.

2. Tasks, testing.

Practical lesson No. 4

Topic:Human capital management in international corporations. Control and assessment of the effectiveness of international corporations

Goal:learn basic approaches to human capital management in international organizations

Questions for discussion:

1. Specifics of personnel management in international companies. The concept of human capital. Talent management. Elements of the human capital management system of an international corporation. Search and recruitment of personnel in international companies, basic requirements for candidates. Personnel training system. Adaptation of personnel. Motivation systems in international companies.

2. The concept of control in an international corporation. Previous, current and final control. Analysis and assessment of management efficiency in an international corporation. Corporate reporting. Formation of the annual report. The structure of the annual report of an international corporation

3. Tasks, testing.

Practical lesson No. 5

Topic: Main areas of investment activity of international corporations

Goal:learn the peculiarities of the development of the main areas of investment activity of TNCs

1. Components of TNC investment activity. Financial planning. Investment risk management. Management of portfolio foreign investments. Portfolio diversification. Hedging General trends in the movement of direct foreign investments of international corporations. Regional features of TNC investment activity. The latest trends in the structure of international investment activities of TNCs.

2. Tasks, testing.

Practical lesson No. 6

Topic:Financial management in international corporations.

Goal:learn the main components of financial management in TNC; learn the main methods of control and tools for evaluating the performance of international companies.

Questions for discussion:

1. International tax planning and foreign operations of TNCs. Blocked funds in the activities of transnational structures. Management of financial flows of TNCs. The holding mechanism of TNK management. Financing of TNC activities. Transfer pricing. TNCs on international financial markets. Exchange activity of international corporations.

3. Tasks, testing.

Practical lesson No. 7

Topic: Technological policy and social responsibility of international corporations

Goal: familiarize yourself with the principles of technological policy and the implementation of social responsibility in TNCs.

Questions for discussion:

1. The essence of the types of technological policy of international corporations. International technology market. Technology life cycle. Planning of international research and development. International technology transfer. Intangible assets of TNC. Ethics and social responsibility in international business. Environmental policy of international companies. International social responsibility campaigns.

2. Tasks, testing.

Practical lesson No. 8

Topic: Branch specifics of international corporations.

Goal: familiarize yourself with global production structures and clusters,

Questions for discussion:

1. Global production structures and clusters. TNC in the oil and gas complex. Information and telecommunication TNCs. TNC in metallurgy and mechanical engineering. Energy TNCs. TNCs in the agricultural sector. Pharmaceutical TNCs. TNCs in the service sector.

2. Tasks, testing.

6. COMPLEX PRACTICAL INDIVIDUAL TASK

Organization and conduct of the CPIT

The complex practical individual task (CPIT) from the discipline "Management of international corporations" consists in solving a problem situation in the field of international management on one of the selected topics (study of the management system in one of the leading international corporations).

Variants of CPIT from the discipline "Management of international corporations"

1. Analysis of the management system in the international Apple corporation
2. Analysis of the management system in the Coca Cola international corporation
3. Analysis of the management system in the international corporation McDonald's
4. Analysis of the management system in the international corporation Google
5. Analysis of the management system in the international corporation Toyota Motors
6. Analysis of the management system in the international corporation Royal Dutch Shell
7. Analysis of the management system at the international corporation Volkswagen
8. Analysis of the management system in the international corporation Nestle
9. Analysis of the management system in the international corporation Samsung Electronics
10. Analysis of the management system in the international corporation General Electric
11. Analysis of the management system in the Boeing international corporation
12. Analysis of the management system in the international corporation Allianz
13. Analysis of the management system at DuPont International Corporation
14. Analysis of the management system at the British Petroleum international corporation
15. Analysis of the management system in the Christian Dior international corporation
16. Analysis of the management system in the international corporation Pfizer
17. Analysis of the management system at the Walt Disney International Corporation
18. Analysis of the management system in the international corporation Tesco
19. Analysis of the management system in the international corporation Airbus
20. Analysis of the management system in the BASF international corporation

7. INDEPENDENT WORK

No	Subject
1.	Modern trends in the development of international corporations
2.	International management in the IT market
3.	Outsourcing in the activities of international corporations
4.	Ratings of the largest international corporations
5.	Talent management in international corporations
6.	International corporate scandals
7.	Psychological aspects of multicultural personnel management
8.	Transfer pricing in international corporations
9.	International audit in TNC
10.	International management in the agricultural market
11.	Features of TNC management in the EU
12.	Ukraine in the process of transnationalization
Total: 64 hours.	

8. ORGANIZATION AND CONDUCT OF TRAINING

Topic: analyze the external environment of international management.

Goal: to form students' practical skills in conducting an analysis of the international business environment.

Task: developing students' practical skills in analyzing the international economic environment, the political and legal environment, the social and cultural environment, and the technological environment.

Result: participation in the implementation of a group scientific project will help students master the skills of independent creative work, reveal strong personal business qualities and professional qualities of a scientist, improve business communication skills in a team.

Procedure:

1. Introductory part: introducing the students to the subject of the training session and issuing the task.

2. Practical part: performance of tasks by students according to an individual task; drawing up a short report.

3. Summary: discussion of the results of completed tasks.

9. Assessment tools and methods of demonstrating learning outcomes

In the process of studying the discipline "Management of International Corporations", the following evaluation methods and methods of demonstrating learning results are used:

- ongoing testing and assessment of the student's level of activity during practical tasks;
- final testing and/or written control work for each content module, and/or implementation of creditable modular projects;
- modular works;

- evaluation of the implementation of KPIZ;
- exam.

10. Criteria, forms of current and final control

Final score (on a 100-point scale) in the discipline "Management of international corporations" is defined as a weighted average value, depending on the specific weight of each credit component.

Credit module 1	Credit module 2	Credit module 3	Credit module 4
20%	20%	20%	40%
Survey during classes (1-4 topics) – 5 points per topic – max. 20 points Modular control work (topics 1-4) - max. 80 points	Survey undertimelessons (5-12 topics) 5 points per topic - max. 35 points Modular control work (topics 5-12) - max. 65 points	Preparation and protection of KPIZ - max. 80 points Participation in trainings - max. 20 points	1. Test tasks (10 tests of 5 points per test) - max 50 points 2. Question 1 - max. 25 points 3. Situational task - max. 25 points

Rating scale:

According to the scale of the university	On a national scale	According to the ECTS scale
90-100	Perfectly	<i>A (excellent)</i>
85-89	Fine	<i>B (very good)</i>
75-84		<i>C (good)</i>
65-74	Satisfactorily	<i>D (satisfactory)</i>
60-64		<i>E (enough)</i>
35-59	Unsatisfactorily	<i>FX (unsatisfactory with possibility of reassembly)</i>
1-34		<i>F (unsatisfactory with mandatory repeat course)</i>

11. Tools, equipment and software, the use of which provides for the educational discipline

No	Name	Topic number
1	Laptop	1-12
2	Multimedia projector	1-12

Recommended sources of information

1. Gobela V.V. Management of foreign economic activity & Management of Foreign Economic Activity: study guide. Lviv: LvDUVS, 2021. 244 p.
2. Hrebelnyk O.P. Basics of foreign economic activity. K.: TsUL, 2019. 452 p.
3. Glukha G.Ya., Kholod S.B., Momot V.E. International management: Study guide. Dnipro: Alfred Nobel University, 2018. 72 p.
4. Kovtunencko K. V., Kovalenko O. M., Stanislavyk O. V. Management of foreign economic and innovative activities. K.: Tsul. 2018. 505 p.
5. Mazaraki A.A., Melnyk T.M. International marketing: a textbook. Kyiv: Kyiv. national trade and economy University, 2018. 448 p.
6. Yu. Melnyk, A. Samosudov. Development of the export potential of dairy enterprises in the conditions of the European integration of Ukraine. Scientific journal "Young Scientist". 2020. No. 3 (79). P. 237-242.
7. Ruliev V.A., Gutkevich S.O. Management. K.: TsNL, 2019. 312 p.
8. Baack D., Czarnecka B., Baack D. International Marketing, 2nd ed. Sage Publications Ltd, 2018. 632 p
9. International Management: Managing Across Borders and Cultures by Helen Deresky, Hardcover: 586 pages, Publisher: Prentice Hall, 2018.