

Educational institution
«Belarus State Economic University»

APPROVED

The Rector of Belarus State Economic
University, educational institution

 A.V. Egorov

«28» 06 2024

Registration No UD 62324 /basic.

MANAGEMENT IN INTERNATIONAL BUSINESS

The curriculum of the Higher Educational Institution
in the academic discipline for the specialty
6-05-0311-03 «International Economics»

The curriculum is compiled according to the educational standard of general higher education OSVO 6-05-0311-03-2023 and the curriculum of educational institutions in the specialty " International Economics "

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RECOMMENDED FOR APPROVAL:

By the Department of International Business «Belarus State Economic University»

(Protocol № 10 of 23.05.2024);

By the Scientific and Methodological Council in the specialties “World Economy”, “Business Administration” of the educational institution “Belarusian State Economic University” (Protocol № 5 of 24.05.2024);

Scientific and methodological council of the educational institution "Belarusian State Economic University"

(Protocol № 8 of 27.06.2024)

EXPLANATORY NOTE

The curriculum in the academic discipline “Management in International Business” is aimed at studying the theoretical foundations, developing analytical skills for managing a company in the domestic and foreign markets, taking into account the strategic goals of the business, analyzing performance indicators of its activities and economic processes.

The purpose of teaching the academic discipline “Management in International Business” is an in-depth study of the theory of business performance, strategies and tactics of business management and its effectiveness; development of analytical thinking in students.

Achieving this goal involves solving the following tasks:

- know the patterns of development and the essence of business performance management systems;
- study the practical application of business performance management systems in different functional areas;
- gain knowledge in the field of basic principles of design and implementation of business performance management systems.

As a result of studying the academic discipline “Management in International Business”, the following **competencies** are formed:

specialized

SC 3- Use the mechanism for the implementation of foreign trade operations, methods of regulating foreign economic activity for the formation of practical skills for the development of new segments of foreign markets, taking into account the changing market conditions.

As a result of studying the academic discipline, the student must

know:

the essence and content of the concepts “business”, “management”, “efficiency”;

basic principles and approaches of strategic management;

basic principles of business performance management;

be able to:

use methods, forms and tools for comprehensive analysis of all types of organization activities for the efficient use of resources;

own:

basic theoretical knowledge for solving practical problems;

methods for assessing competitiveness;

interdisciplinary approach to solving economic problems.

As part of the educational process in this academic discipline, the student must acquire not only theoretical and practical knowledge, skills and abilities in the specialty, but also develop his value-personal, spiritual potential, develop the qualities of a patriot and citizen, ready for active participation in economic, industrial, socio-cultural and public life of the country.

The place of an academic discipline (module) in the system of training a specialist with higher education. The academic discipline relates to the module «Business Management» component educational institution.

Connections with other academic disciplines - acts as a logical continuation and develops, complements the content of academic disciplines «International Management», «International Business and Investment», «International Trade and Foreign Markets» etc.

The form of education is full-time.

In accordance with the university curriculum, the study of the academic discipline in the specialty is allocated to:

total number of teaching hours – 120 classroom hours - 52 hours, of which 26 hours are lectures, seminars are 26 hours.

Distribution of classroom time by courses and semesters:

3rd semester - lectures 26 hours, seminars - 26 hours;

Independent student work – 68 hours.

Labor intensity – 3 points.

Form of intermediate control - credit.

CONTENT OF TEACHING MATERIALS

Topic 1. Basics of international business management

The essence and objects of international business. The international business environment.

Forms of business organization. International strategic alliances.

International business and global value chains. Methodology for assessing the degree of country (company) participation in global value chains.

Internationalization challenges and opportunities for SME.

Topic 2. Types and subjects of international business transactions

Concepts of international «commercial transaction», «merchant».

Types of international commercial transactions.

Commercial offers.

Merchants as participants of international business.

Search and selection of counterparties in the world market.

Topic 3. Contract for the international sale of goods as the basis of foreign trade activity

Contract of international sale of goods.

Incoterms 2020.

Justification of prices and pricing policy in foreign trade activity.

Methods of securing obligations of foreign trade transactions.

Insurance of currency risks in conclusion and execution of foreign trade transactions.

Topic 4. Foreign trade intermediaries

The concept and types of foreign trade transactions. Contracts for the international sale of goods.

Working with foreign trade intermediaries.

The concept, advantages and disadvantages of foreign trade intermediation.

Choosing an intermediary.

Types of intermediaries.

Contracts with foreign trade intermediaries.

Topic 5. Strategies of interaction with foreign partners

Licensing as a market entry strategy.

Franchising as a market entry strategy.

Leasing as a form of foreign trade activity.

Engineering as a market entry strategy.
Counter-trade operations.

Topic 6. Intangible asset management in international business

Intellectual property as an object of technological exchange.
Management of intangible assets in corporate structures of companies.
Accounting and valuation of intangible assets.
Branding and its role in the competitive business strategy.

Topic 7. Human capital management in international business

Models of corporate management.
Corporate culture and ethical business issues.
Tangible and intangible motivation.
Corporate social responsibility of international business.

Topic 8. Tariff and non-tariff regulation in international business

Customs tariff as an instrument of regulation of international business.
Non-tariff regulation of international business.;

Topic 9. Transformation of international business in the era of digitalization

Digital economy and its impact on international business.
Infrastructure of the digital economy.
Methods of analyzing the level of development of the digital economy of countries.
Digital business models: concept, features and directions of development.

EDUCATIONAL AND METHODOLOGICAL MAP OF THE ACADEMIC DISCIPLINE «MANAGEMENT IN INTERNATIONAL BUSINESS»

Full-time higher education

Section number, Topics	Title of section, topic	Lectures	Practical classes	Seminars classes	Literature	Form of control knowledge
Topic 1	Basics of international business management	2			[1 - 13]	
Topic 1	Basics of international business management			2	[1 - 13]	Abstract
Topic 2	Types and subjects of international business transactions	2			[1 - 13]	
Topic 2	Types and subjects of international business transactions			2	[1 - 13]	Abstract
Topic 3	Contract for the international sale of goods as the basis of foreign trade activity	2			[1 - 13]	
Topic 3	Contract for the international sale of goods as the basis of foreign trade activity			2	[1 - 13]	Abstract
Topic 4	Foreign trade intermediaries	2			[1 - 13]	
Topic 4	Foreign trade intermediaries			2		Quiz
Topic 4	Foreign trade intermediaries			2	[1 - 5]	Quiz
Topic 5	Strategies of interaction with foreign partners	4			[1 - 5]	
Topic 5	Strategies of interaction with foreign partners			2	[1 - 5]	Quiz
Topic 5	Strategies of interaction with foreign partners			2	[1 - 13]	Quiz
Topic 6	Intangible asset management in international business	2			[8, 11]	
Topic 6	Intangible asset management in international business			2	[8, 11]	Survey
Topic 6	Intangible asset management in international			2	[1 - 13]	Survey

	business					
Topic 7	Human capital management in international business	4			[1 - 13]	
Topic 7	Human capital management in international business			2	[1 - 13]	Abstract
Topic 8	Tariff and non-tariff regulation in international business	4			[1 - 13]	
Topic 8	Tariff and non-tariff regulation in international business			2	[1 - 13]	Abstract
Topic 8	Tariff and non-tariff regulation in international business			2	[1 - 13]	Abstract
Topic 9	Transformation of international business in the era of digitalization	2			[1 - 13]	
Topic 9	Transformation of international business in the era of digitalization	2			[1 - 13]	
Topic 9	Transformation of international business in the era of digitalization			2	[1 - 13]	Abstract
	Total hours	26		26		Credit

INFORMATIONAL AND METHODOLOGICAL PART

Literature

Main literature:

1. Dudko, E. N. International trade in intellectual property: educational and methodological manual / E. N. Dudko, G. V. Turban, P. A. Zambrizhetskaya. - Minsk: RIVSH, 2020. - 90 p. : ill.
2. Enterprise economics: educational and methodological manual for students of specialty 1-27 01 01-17 "Economics and organization of production (construction)": in 2 hours / O. S. Golubova, L. K. Korban, T. V. Shchurovskaya. - Minsk: BNTU, 2021.
3. Yurova, N. V. Organisation and management of foreign economic Management of foreign economic activity: a textbook for students of higher education institutions. World Economy / N. V. Yurova; Belarusian state university.- Minsk: Belarusian State University, 2020. - 131 p. - (in Russian).
4. Hill, Ch. W. International Business. Competing in the Global Marketplace / Hill Ch.W., G. T. Hult. — 12 ed. - New York : McGraw-Hill Education, 2019. - XXXII, 667 p. :il.
5. Mel'nichuk, M. V. Business Fundamentals (Osnovy biznesa) : uchebnik / M.V. Mel'nichuk, O.N. Anyushenkova. — M. : INFRA-M, 2024. — 216 c.

Supporting literature:

6. Averchenkov, I. L. Competitive strategies: trainings and cases / I. L. Averchenkov. – St. Petersburg. : Speech, 2008. – 220 p.
7. Averin, A. V. Enhancing the effectiveness of regional economic policy in the field of support and development of small businesses : monograph / A.V. Averin. — M. : INFRA-M, 2022. — 426 p. — (Scientific Idea). — DOI 10.12737/1846180. - ISBN 978-5-16-017374-0. - Tekst : elektronnyj. - URL: <https://znanium.com/catalog/product/1846180> (data obrashcheniya: 02.02.2024). — Rezhim dostupa: po podpiske.
8. Burceva, K. Yu. Business performance research: analytical and control aspects : monografiya / K. Yu. Burceva, E. B. Gerasimova, I. O. Yurasova. — M. : KnoRus, 2022. — 180 c. — ISBN 978-5-406-09929-2. — URL: <https://book.ru/book/944577> (data obrashcheniya: 02.02.2024). — Tekst : elektronnyj
9. Bykov, A. A. Modern forms of business organization: international experience and development prospects in Belarus: [collection of articles / A. A. Bykov and others - [B. m.: b. i., 2017]. — 184 p.

10. Gribov, V. D. Economics of a service enterprise: textbook / V. D. Gribov, A. L. Leonov. – M.: KnoRus, 2021. – 276 p. – ISBN 978-5-406-07945-4. – URL: <https://book.ru/book/938830> (access date: 03/20/2024). – Text: electronic.
11. Jürgen Deters. Global leadership talent management: successful selection of global leadership talents as an integrated process / Jürgen Deters. - Bingley : Emerald Publishing, XIII, 2017. - 243 c.
12. Parietti, L. V. Internationalization of firms: the role of institutional distance on location and entry mode / Laura Vanoli Parietti. - Bingley: Emerald Publishing, 2017. - XXXII, 222 c.
13. Torben, J. A. The responsive global organization: new insights from global strategy and international business / edited by Torben Juul Andersen. - Bingley : Emerald Publishing, 2017. - VIII, 247 c.

List of questions for testing

1. The essence of business and its objects. Forms of business organization.
2. Distinctive features of national and international business.
3. Large and small businesses: basic principles of interaction.
4. Factors influencing business efficiency.
5. Economic environment of international business.
6. Sociocultural environment and its impact on doing business.
7. Planning function. Types and stages of planning.
8. Strategic decisions about international activities. Strategic planning procedures in an international company.
9. Functions of organization and coordination in management.
10. Global organizational structures.
11. Control function. The main types of control in business: strategic, organizational, operational.
12. Corporate governance system in modern conditions: concept, meaning, principles of the organizational structure of corporation management. Basic elements of corporate governance.
13. Corporate culture and ethical problems of business.
14. Corporate social responsibility of an international company.
15. Personnel of an organization (enterprise) - essence, composition, structure. Planning the number of employees in the organization. Labor productivity as an indicator, measurement methods. Reserves for growth of labor productivity.
16. Personnel strategy as a way to create a competitive advantage.
17. Personnel motivation system. Motivation is material and intangible.
18. Fixed assets and the efficiency of their use.
19. Main production assets: essence, classification, composition and structure.
20. Working capital: essence, structure, efficiency of use.
21. Доход: сущность и виды.
22. Profit: formation and use.
23. Profitability: essence, indicators, ways to improve.
24. Performance criteria. Key quantitative performance indicators. Qualitative indicators used to evaluate performance and track the progress of work and projects.
25. History of the emergence and development of management technology by objectives. Balanced Scorecard. The basic principle of the BSC.
26. Main projections of strategic goals and their groups of indicators: finance; clients; business processes; personnel, innovation and development.
27. Business process; concept, principles, tasks. Classification of business processes according to main results and stages of business process design.

28. Models of a business process and its subprocesses.
29. Construction of value chains of main business processes.
30. The concept of global value chains and the involvement of enterprises in them.
31. Construction of a system of sales channels. Factors influencing the construction of a distribution channel system.
32. Crisis and anti-crisis communications. Typology of crises.
33. Crisis management.
34. Working with target audiences in times of crisis.
35. Anti-crisis communications in conditions of information wars.

Topics for essay

1. The essence of the process of business internationalization. Development of the theory of internationalization of international business.
2. Mercantilism and its contribution to theory.
3. Classical economic theories about the reasons for the internationalization of economic relations between countries: A. Smith's model of absolute advantages; D. Ricardo's model of comparative advantage; Heckscher-Ohlin factor model.
4. Assessing the level of internationalization of business at an enterprise, in an industry, in a country.
5. The influence of international business on the national economy.
6. The role of state foreign economic policy in accelerating the development of international business.
7. Globalization/regionalization/localization is the current stage in the development of international business.
8. Small and joint ventures as a means of business internationalization.
9. Main forms of international business in the Republic of Belarus.
10. Legislative framework for the development of international business.
11. Dynamics of development of international business in the Republic of Belarus.
12. Factors of growth of foreign trade turnover.
13. Directions for optimizing the structure of foreign trade turnover.
14. State measures to promote exports and optimize imports.
15. Factors that determine the success of an enterprise's entry into the world market: the availability of a sought-after competitive product, the scale of the business, the company's strategy, etc.
16. Characteristics of the forms of international foreign trade transactions: export-import, export cooperation, management contracting, leasing, licensing, franchising, joint ventures and foreign ventures.
17. Conditions of application of individual transactions. Interchangeability.
18. The concept of international business efficiency at different levels of management.
19. Features of performance assessment in international business.
20. Efficiency of international business at the micro level.
21. Methodology for assessing the effectiveness of international transactions.

Sample assignments for practical classes

Group project on the topic 6 “Intangible asset management in international business”

Due to the specificity and special properties of goods protected by intellectual property rights, traditional approaches and methods of marketing do not fully provide the necessary and reliable results. For such developments, a more in-depth market study based on patent research is required. The primary and at the same time the most complete informative source of patent information is the description of the invention, which has a structure that makes it easier to obtain information. In order for the information in the database to be presented in a volume that allows marketing research to be carried out most effectively, it is customary to create a so-called dossier for each innovation, which must be promptly clarified and supplemented.

Exercise. Teams create a “dossier”, which should structurally contain the following basic elements:

- 1) title of the invention;
- 2) bibliographic data of the invention;
- 3) the purpose or purpose of the invention;
- 4) essence of the invention;
- 5) technical and economic indicators improved using the invention;
- 6) sources of information taken into account when submitting the application and its examination;
- 7) information on the degree of readiness of the invention for use (development stage);
- 8) availability of analogue patents;
- 9) possible areas of application of the invention.

The text of the solution to the group project (situational task) should include:

- name;
- initials and surnames of the authors, information about the authors (course, group);
- the text of the solution to the situational problem should cover:
 - statement of the problem or initial data of the situational task;
 - dossier on sections of the plan;
 - brief conclusions.
 - list of sources used (if necessary).

Form of control - case verification - free-response task on the educational portal, defense of presentations - lesson in a virtual classroom.

Individual project on the topic “Intangible asset management in international business” (2 hours)

The goal is to learn how to work with statistical data, analyze the factors of competitiveness of companies in the innovation market, draw conclusions independently, and learn to work in a team.

Task: Students are asked to make a list of 5 products that they use regularly, such as a mobile phone, a car, a computer, sneakers; You could even include a shirt, fruit juice, or a candy bar on this list. Then, it is proposed to determine which companies produced these products. After compiling the list, you need to find answers to the following questions for each product:

1. In which country is the main office of the manufacturing company located?
2. Determine the most likely place of manufacture of this product. Justify why you think that this product was manufactured in this country?
3. Identify the trademark (brand) of each product produced by a domestic company. Try to identify the brand name of each product produced by a foreign company.
4. Are there any products on your list manufactured under a license or franchise of foreign companies on the territory of the Republic of Belarus?

At the end of the game, it is proposed to draw a conclusion by answering the question: What do you understand by commercialization of innovations and what role does it play in the development of innovation?

The form of control is case verification.

Methodological recommendations for organizing independent work

An important stage in mastering knowledge of an academic discipline is students' independent work. In accordance with the university curriculum, 68 hours are allocated for independent work to study the academic discipline in the specialty "International Economics".

The main directions of student's independent work are:

- initially detailed familiarization with the program of the academic discipline;
- familiarization with the list of recommended literature on the discipline as a whole and its sections, its availability in the library and other available sources, studying the necessary literature on the topic, selecting additional literature;
- study and expansion of the teacher's lecture material through special literature and consultations;
- preparation for seminar (practical) classes according to specially developed plans with the study of basic and additional literature;
- preparation of abstracts on individual topics of the discipline;
- collection and systematization of statistical and analytical materials according to sections of the academic discipline;
- analysis of practical situations and problem solving;
- preparation for performing diagnostic forms of control (tests, tests, etc.);
- preparation for tests.

The student's independent activity is aimed at developing the skill of analyzing and synthesizing information, its practical application in management activities and increasing organizational effectiveness; development of management competencies; manifestation of initiative and creativity; teamwork.

Independent work of students is a way of organizing educational activities aimed at self-training of students, with the direct participation of the teacher during classroom lessons or self-training without the direct participation of the teacher, extracurricular time using teaching aids adequate to the forms of educational activities.

The main forms of student's independent work are:

- study of the curriculum of the academic discipline with a list of literary sources on the discipline, methodological recommendations;
- abstracting of articles, individual sections and monographs in general and annotation of monographs, individual chapters, articles;
- participation in round tables;
- writing reports on problematic topics;
- study of topics and problems that are not covered in lectures in this discipline;
- carrying out research tasks and cases;
- preparation for practical classes;
- preparation for the test.

List of recommended means for diagnosing the effectiveness of students' independent work: reports at practical classes; individual and group assignments.

List of tools used for diagnosing the results of educational activities

The content of students' independent work includes all topics of the academic discipline from the "Content of educational material" section.

When studying an academic discipline, the following forms of work are used:

- in-depth study of sections, topics, individual issues, concepts;
- preparation for testing;
- preparation for practical classes, including preparation of messages, thematic reports, information and demonstration materials, abstracts, presentations, essays, etc.;
- work with educational, reference, analytical and other literature and materials;
- compiling a review of scientific (scientific and technical) literature on a given topic;
- performing information searches and compiling a thematic selection of literary sources and Internet sources;
- analytical text processing (annotating, summarizing, reviewing, summarizing);
- preparation for passing the intermediate certification.

For diagnostics, the following are used: an interview, a creative task (presentations, essays, abstracts), a frontal survey in lectures and practical classes,

Practical assessment includes:

- answer (completeness of answer) – 60%;
- asking questions – 20%;
- assessment of work in a practical lesson (groups, individually) – 20%.

Presentations (abstracts) are used to summarize and systematize educational material. In the process of preparing presentations (abstracts), the student mobilizes and updates existing skills, independently acquires new knowledge necessary to disclose the topic, comparing different positions and points of view, and the ability to use information and communication technologies.

When evaluating presentations (abstracts), attention is paid to:

- content and sequence of presentation – 30%;
- compliance and completeness of topic disclosure – 20%;
- independence of judgment – 30%;
- registration – 20%.

A creative task is a partially regulated task that has a non-standard solution and allows you to diagnose skills, integrate knowledge of various fields, and argue your own point of view. Can be performed individually or by a group of students.

An essay is a means of assessing a student's ability to express in writing the essence of the problem posed, to independently analyze this problem using the concepts and analytical tools of the discipline, and to draw conclusions summarizing the author's position on the problem posed.

When assessing an essay/creative assignment, the assessment is based on:

- content and structure of presentation – 35%;

- independence of judgment – 50%;
- registration – 15%.

A rating assessment of the student's knowledge is used, which makes it possible to trace and evaluate the dynamics of the process of achieving learning goals. The rating assessment involves the use of weighting coefficients for ongoing monitoring of knowledge and current certification of students in the discipline.

A rating assessment of the student's knowledge is used, which makes it possible to trace and evaluate the dynamics of the process of achieving learning goals. The rating assessment involves the use of weighting coefficients for ongoing monitoring of knowledge and current certification of students in the discipline.


Approximate weighting coefficients that determine the contribution of current knowledge monitoring and current certification to the rating assessment:

- answers in practical classes, participation in discussions, solving situational problems – 30%;
- preparation of group and individual assignments, essays – 40%;
- control testing – 30%.

10	9	8	7	6	5	4	3	2	1
> 95	> 90	> 85	> 75	> 65	> 55	> 45	> 30	> 20	< 10

The rating score for the discipline is calculated based on the assessment of current performance and examination grades, taking into account their weighting coefficients. The assessment for current performance is 40%, the examination assessment is 60%.

AGREEMENT PROTOCOL OF SYLLABUS WITH OTHER COURSES OF THE EDUCATIONAL CURRICULUM

Name of the academic discipline with which approval is required	Name departments	Proposals for changes in the content of the curriculum of a higher education institution in an academic discipline	The decision made by the department that developed the curriculum (indicating the date and protocol numbers)
			

ADDITIONS AND CHANGES TO THE CURRICULUM
for ____/____ academic year

№	Additions and changes	Basis

The curriculum was revised and approved at a department meeting _____ (protocol № ____ of _____ 20____ г.)

Head of the department _____

APPROVED

Dean of the Faculty _____
