

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
 Faculty of Transport, Management and Logistics
 Management of Foreign Economic Activity of Enterprises Department

AGREED

Acting Dean of Faculty of
 Transport, Management and Logistics



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«09» 12 2022

APPROVED

Vice-Rector for Academics



Anatolii POLEKHIN

«13» 12 2022



Quality Management System

COURSE TRAINING PROGRAM

on

“International Management and Marketing”

Educational and Professional Program: “Management of Foreign Economic Activity”
 Field of study: 07 “Management and Administration”
 Specialty: 073 “Management”

| Form of study | Semester | Total (hours / ECTS credits) | Lectures | Practicals | Self-study | HW/CGP/C | TP/CP | * Form of semester control |
|---------------|----------|------------------------------|----------|------------|------------|----------------|-------|----------------------------|
| Full-time | 2 | 120/4,0 | 18 | 18 | 84 | 1 HW – 2 s. | - | Examination – 2 s. |
| Extramural | 2 | 120/4,0 | 6 | 6 | 108 | 1 CW – 2 s. | | Examination – 2 s. |

Index: CM-7-073-2/21-2.1.7.

Index: CM-7-073-2pt/22-2.1.7

QMS NAU CTP 19.06-01-2022




The Course Training Program on "International Management and Marketing" is developed on the basis of the Educational and Professional Program "Management of Foreign Economic Activity", Master Curricula № CM-7-073-2/21, CM-7-073-2pt/22 and Master Extended Curricula № ECM-7-073-2/22, № ECM-7-073-2pt/22 for the Specialty 073 "Management" and corresponding normative documents.

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The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program "Management of Foreign Economic Activity", Specialty 073 "Management" – Management of Foreign Economic Activity of Enterprises Department, Minutes № 10 of "21" November 2022.

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INTRODUCTION

The Course Training Program (CTP) on "International Management and Marketing" is developed based on the "Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study", approved by the order of the rector № 249/од. of 29.04.2021 and corresponding regulatory documents.

1. EXPLANATORY NOTES

1.1. Place, objectives, tasks of the subject

The subject is a theoretical and practical basis for a set of knowledge and skills that form the profile of a specialist in the management of foreign economic activity.

The purpose of teaching the subject is the formation of higher education seekers' theoretical and practical knowledge in the field of international management and international marketing activity necessary to achieve commercial goals in international business.

The tasks of studying the subject are:

- mastering of the categorical apparatus used in international management and in the implementation of international marketing activity by higher education seekers;
- formation of the knowledge system of the theoretical foundations of international management and marketing environment analysis, and assessment of its attractiveness for performing foreign economic activity;
- mastering the methods of obtaining and processing marketing information in international activities;
- identification of the main components and features of the enterprise's marketing policy development in international markets, in particular the EU markets;
- analyze the forms of interaction between business partners in foreign trade networks;
- study the peculiarities of the communication policy organization in international markets;
- explore the features of marketing product, price and distribution policy development and implementation in international markets;
- investigate the peculiarities of implementing various international marketing strategies.

1.2. Learning outcomes the subject makes it possible to achieve

As a result of studying the subject, the student must acquire the following must achieve such **learning outcomes**:

- **PLO 1.** Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.
- **PLO 5.** Plan the activities of the organization in strategic and tactical dimensions.
- **PLO 6.** Have the skills of making, justifying and ensuring the implementation of managerial decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.
- **PLO 7.** Organize and carry out effective communication within the team, with representatives of different professional groups and in the international context.
- **PLO 9.** Be able to communicate in professional and scientific circles in the state and foreign languages.
- **PLO 15.** Understand the various tools and strategies relevant to the diagnosis and relevant to the diagnosis and analysis of different types of complex management problems at a high level.
- **PLO 25.** Study international markets, European integration processes and prospects of cooperation with foreign partners on the basis of cross-cultural interaction.

1.3. Competences the subject makes it possible to acquire

As a result of studying the subject, the student must acquire the following **competences**:

- **IC 1.** Ability to solve complex tasks and problems in the field of management or in the learning process, involving research and/or innovation under uncertain conditions and requirements.
- **GC 3.** Skills of using information and communication technologies.
- **GC 6.** Ability to generate new ideas (creativity).
- **GC 7.** Ability to abstract thinking, analysis and synthesis.



- **GC 8.** Ability to work independently, to make decisions independently and to take responsibility for their implementation. Ability to self-organization.
- **GC 17.** Ability to evaluate and analyze social and economic processes and phenomena at the global (mega-), macro-, meso- and macro-levels.
- **PC 1.** Ability to choose and use management concepts, methods and tools, including in accordance with the defined goals and international standards.
- **PC 4.** Ability to effectively use and develop resources in the organization.
- **PC 9.** Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation.
- **PC 14.** Knowledge of the basic modern provisions of fundamental sciences on cross-cultural features of the development of organizations, their development and structure, the ability to apply them to form a worldview.

1.4. Interdisciplinary connections

The subject "International Management and Marketing" is based on the knowledge of such subjects as: "Business Analysis and Data Processing", "HR-management", "Business Planning in Foreign Economic Activity" and is the basis for studying such subjects as: "Management of Foreign Economic Activity" and performing the qualification paper.

2. COURSE TRAINING PROGRAM ON THE SUBJECT

2.1. The subject content

Training material is structured according to the module principle and consists of **two educational modules**:

- **Module № 1 "Theoretical and methodological foundations of international management and marketing",**
 - **Module № 2 "Adaptation of modern international and European management and marketing concepts to the conditions of Ukrainian market",**
- that are logically complete, relatively independent, holistic part of the subject, learning of which provides module test and analysis of its performance.

2.2. Modular structuring and integrated requirements for each module

Module №1 "Theoretical and methodological foundations of international management and marketing"

Integrated requirements to the module № 1: know the key categories and provisions of international management and marketing; know the modern features of information support, segmentation, targeting and positioning in foreign markets; based on a comprehensive assessment of the international marketing environment to determine the optimal foreign entry mode strategy of the company.

Topic 1. Theoretical principles of international management. International marketing environment.

Prerequisites of international management development. The essence, objectives and concepts of international management. Cross-cultural management and its characteristics. Peculiarities of international marketing as management activity. Multinational and global marketing. The concept of international marketing environment, its contents and components. Microenvironment of international marketing. The structure of international marketing macroenvironment. Adaptation to the conditions of international marketing environment.

Topic 2. Information support in foreign markets.

Organization of international marketing researches at the enterprise. Sources of collecting information on the foreign market. Types of international marketing research. International market, international sales and customer behavior research. Secondary (desk) research of the foreign market. Sources of secondary information. Primary (field) research of the foreign market: methods of surveys, observations, experiments. Methods of processing marketing information in the process of international research. International marketing research in the Internet.



Topic 3. Segmentation and selection of the foreign target market.

Prerequisites and objectives of international market segmentation. Criteria and strategic approaches to international market segmentation. Factors of international market segmentation. Assessing the distribution of market segments of competing companies.

Comprehensive assessment of the company's competitive positions in foreign markets. Assessing the competitive potential of the company in the foreign market. Methods of developing the target market: marketing approach; mass marketing; market segmentation; multiple segmentation. Stages and principles of choosing the target market. The sequence of actions in the formation of a new product niche in the foreign market. Positioning of goods and the company in foreign markets. The influence of the country of origin of goods on the positioning of goods (company).

Topic 4. Strategies for entering the foreign market.

Types of models for entering foreign markets (exports of goods and services, indirect exports, direct exports, joint exports). Forms of export cooperation. Joint entrepreneurial activities: contract manufacturing, international leasing, international franchising, international joint ventures, contract management. Direct investment. Factors influencing the choice of model for entering foreign markets. Methods of choosing models for entering foreign markets. Strategic alternatives of entering foreign markets by the enterprise: motives, advantages and disadvantages. Standardization, adaptation of international marketing activities.

Module № 2. "Adaptation of modern international and European management and marketing concepts to the conditions of Ukrainian market".

Integrated requirements to the module № 2: know vertical and horizontal marketing systems and levels of distribution channels; know and be able to use strategic concepts of distribution policy: push and pull strategies; know the structure and tasks of management of international marketing activity at the enterprise; substantiate the choice of enterprise's development directions in the foreign market; analyze the effectiveness of international marketing activity by domestic enterprises.

Topic 1. Product policy in foreign markets.

The essence of a product. Product mix. Product packaging and labelling. The product life cycle in international marketing. The concept and objectives of international product policy. Product management and international product strategies. Product strategies of the EU companies and Ukrainian companies operating in the European market. Branding as a part of international product policy. The essence, elements, types and roles of a brand in international marketing. Assessment of importance of the brand to company success. Brand positioning and brand management.

Topic 2. International distribution channels.

The concept and objectives of sales policy in foreign markets. Channels of distribution of goods in foreign markets. Integrity and structure of the distribution channel. Vertical and horizontal marketing systems. Distribution channel levels. Criteria for selecting the distribution channel in entering the foreign market. Strategic concepts of distribution policy: push strategies and pull strategies. The impact of e-commerce on the development of distribution channels in the EU and worldwide. Logistics services in the international marketing system.

Topic 3. International marketing communications.

Communication policy in the international marketing system. Features of the international and EU communication policy. Levels of communication in international companies. Elements, process and means of international marketing communications. Tools for promoting goods in foreign markets. Marketing communication strategies of enterprises in the EU market. International advertising. Organization of advertising activities in foreign markets. Organization and conduction of international advertising campaigns. Social responsibility of advertising. Features of public relations in the EU markets and other countries. Selection of target groups for public relations in the foreign market.



Topic 4. International pricing policy.

Meaning of international pricing and formation of pricing policies on foreign markets. Formation of pricing policy of enterprises in domestic and foreign markets. Factors influencing price decisions on European and international markets. International pricing strategies. Price discrimination in international markets. Transfer prices of transnational corporations. Advantages and disadvantages of pricing models and methods in European practice.

Topic 5. Management of international marketing activities.

Structure and tasks of management of international marketing activity at the enterprise. Stages of the international marketing plan development. The choice of directions of development of the enterprise in the foreign market. Control of international marketing activities at the enterprise. The evolution of the formation and current state of the national system of international marketing and management. Comparison of management and marketing concepts used in Ukraine and the EU countries. Problems of integration and adaptation of the world experience of conducting international marketing activity in Ukraine. Directions of development and improvement of tools of international marketing activity by Ukrainian enterprises. Creation of strategic advantages and methods of conducting marketing activities on the EU market and markets of other countries. Analysis of the international marketing activity effectiveness by Ukrainian enterprises.

2.3. Training schedule of the subject

| № | Topic (thematic section) | Total, hours | | | | | | | | | |
|--|---|--------------|-----------|-------------------|------------|------------|----------|-------------------|------------|--|--|
| | | Full-time | | | | Extramural | | | | | |
| | | Total | Lectures | Practicals | Self-study | Total | Lectures | Practicals | Self-study | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | |
| | | | | 2 semester | | | | 1 semester | | | |
| Module № 1 "Theoretical and methodological foundations of international management and marketing" | | | | | | | | | | | |
| 1.1. | Theoretical principles of international management. International marketing environment | 12 | 2 | 2 | 8 | 3 | 1 | - | 2 | | |
| 1.2. | Information support in foreign markets | 12 | 2 | - | 10 | 4 | 1 | - | 3 | | |
| 1.3. | Segmentation and selection of foreign target market | 12 | 2 | 2 | 8 | 4 | 1 | - | 3 | | |
| 1.4. | Strategies for entering the foreign market | 12 | 2 | 2 | 8 | 4 | 1 | - | 3 | | |
| 1.5. | Module test № 1 | 4 | - | 2 | 2 | - | - | - | - | | |
| Total for the module № 1 | | 52 | 8 | 8 | 36 | 15 | 4 | - | 11 | | |
| Module № 2. "Adaptation of modern international and European management and marketing concepts to the conditions of Ukrainian market" | | | | | | | | | | | |
| 2 semester | | | | | | | | | | | |
| 2.1. | Product policy in foreign markets | 12 | 2 | 2 | 8 | 22 | 1 | 2 | 19 | | |
| 2.2. | International distribution channels | 12 | 2 | - | 10 | 20 | 1 | 1 | 18 | | |
| 2.3. | International marketing communications | 11 | 2 | 2 | 7 | 17 | - | 1 | 16 | | |
| 2.4. | International pricing policy | 11 | 2 | 2 | 7 | 19 | - | 1 | 18 | | |
| 2.5. | Management of international marketing activities | 10 | 2 | 2 | 6 | 19 | - | 1 | 18 | | |
| 2.6. | Performing homework and control work (extramural) | 8 | - | - | 8 | 8 | - | - | 8 | | |
| 2.7. | Module test № 2 | 4 | - | 2 | 2 | - | - | - | - | | |
| Total for the module № 2 | | 68 | 10 | 10 | 48 | 105 | 2 | 6 | 97 | | |
| Total for 1 semester | | - | - | - | - | | | | | | |
| Total for 2 semester | | 120 | 18 | 18 | 84 | 120 | 6 | 6 | 108 | | |
| Total for the subject | | 120 | 18 | 18 | 84 | 120 | 6 | 6 | 108 | | |



2.4. Homework and home control work (extramural form of study)

Homework and home control work (extramural form of study) is performed in the second semester, in accordance with the approved methodical guidelines, in order to consolidate and deepen the theoretical knowledge and skills of the student in the studying the subject.

Homework and home control work (extramural form of study) is performed by the student individually in accordance with the topics offered by the teachers of the department.

The time required to complete homework is 8 hours.

2.5. List of questions to prepare for the examination

The list of questions and content of tasks for preparation for the examination are developed by the leading teachers of the department in accordance with the course training program, approved at the meeting of the department and distributed among students.

3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

3.1. Teaching methods

The methods of teaching the subject "International Management and Marketing" are ways of joint activity and communication of a teacher and higher education seekers, ensuring the development of positive motivation for learning, mastering the system of professional knowledge and skills, the formation of a scientific worldview, the development of cognitive forces, the culture of mental work of future specialists in the specialty 073 "Management".

Depending on the source of knowledge, during training sessions, both practicals and lectures, the following teaching methods are used: verbal (explanation, conversation, discussion, dialogue), visual (demonstration, illustration, case, presentation), practical (problem solving, business games, brainstorming).

By the nature of cognitive activity, when studying the subject "International Management and Marketing" the following teaching methods are used: explanatory and visual problem presentation; partial-search and research methods.

At the place in the structural activity are used:

– methods of organizing and carrying out educational activities that combine verbal, visual and practical methods;

– reproductive and problem-search;

– methods of educational work under the guidance of a teacher and methods of independent work of higher education seekers;

– methods of stimulating and motivating educational work, combining cognitive games, educational discussions, modeling role-playing situations, creating situations of success in educational work, making demands and a method of encouragement;

– methods of control and self-control over educational activities: methods of oral, written control; individual, thematic and systematic control.

3.2. List of references.

Basic literature

3.2.1. Міжнародний менеджмент: підручник / С.О. Гуткевич, Г.В. Дмитренко, І.Г. Оніщенко, Ю.М. Сафонов; за ред. Гуткевич С.О. К.: Кафедра, 2015. 535 с.

3.2.2. Бутко М., Бутко І., Дитковська М. Міжнародний менеджмент: підручник. К.: Вид-во Центр навчальної літератури, 2018. 412 с.

3.2.3. International Management and Marketing: Textbook / I. Arakelova, V. Khoroshykh, L. Lytvynenko, N. Biletska, Y. Popova, S. Lytvynenko. Kyiv: Publishing House "Condor", 2021. 268 p.

3.2.4. Cateora P.R., Gilly M.C., Graham J.L., Money B. International marketing. 18th ed. New York: McGraw-Hill Education, 2020. 720 p.

3.2.5. Keegan W.J., Green M.C. Global Marketing. Student Value Edition. 9th edition. New York: Pearson Education Limited, 2017. 604 p.

3.2.6. Kotabe M., Helsen K. Global Marketing Management. 8th Edition. New Jersey: Wiley, 2019. 768 p.

Additional literature

3.2.7. Alon I., Jaffe E., Prange C., Vianelli D. Global Marketing: Contemporary Theory, Practice, and Cases. 2nd edition. Milton Park: Routledge, 2020. 666 p.



3.2.8. COVID-19 and International Business: Change of Era. Routledge Frontiers in the Development of International Business, Management and Marketing) / Ed. by M.A. Marinov, S.T. Marinova. Milton Park: Routledge, 2020. 418 p.

3.2.9. Hollensen S. Global Marketing. 7th edition. New York: Pearson Education, 2017. 873 p.

3.2.10. Luthans F., Doh J.P. International Management: Culture, Strategy, and Behavior. 11th edition. New York: McGraw-Hill Education, 2021. 672 p.

3.2.11. Wild J., Wild K. International Business: The Challenges of Globalization (What's New in Management). 9th edition. New York: Pearson, 2021. 448 p.

3.3. Internet information resources

3.3.1. Craig C.S., Douglas S.P. International Marketing Research. URL: <https://books.mec.biz/tmp/books/NHMUCV8NQ8YY1S57H82J.pdf>

3.3.2. Koen C.I. Comparative International Management. URL: <https://cdn.website-editor.net/25dd89e80efb48d88c2c233155dfc479/files/uploaded/Comparative%2520International%2520Management%2520Book.pdf>

3.3.3. Lamb C.W., Hair J.F., McDaniel C. Marketing. URL: https://fir.bsu.by/images/departments/ee/ee-materials/ee-materials/drozdz/drazdz_Lamb.Marketing%2011%20edition.pdf

4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

| Kind of Academic Work | Maximum Grade Values | |
|---|----------------------|--------------------|
| | Full-time | Extramural |
| Module № 1 | | |
| | 2 semester | 1 semester |
| Kind of academic work | Grade values | |
| Carrying out case studies on practicals | 10 points × 2 = 20 | - |
| Carrying out test tasks | 10 points × 1 = 10 | - |
| <i>For admission to complete module test №1, a student must receive not less than</i> | <i>18 points</i> | |
| Carrying out Module Test №1 | 10 | - |
| Total by the Module №1 | 40 | - |
| Module № 2 | | |
| | 2 semester | |
| Kind of academic work | Grade values | |
| Carrying out case studies on practicals | 5 points × 4 = 20 | 15 points × 3 = 45 |
| Carrying out the Homework and Control work (extramural form of study) | 10 | 35 |
| <i>For admission to complete module test №2, a student must receive not less than</i> | <i>18 points</i> | |
| Carrying out Module Test №2 | 10 | - |
| Total by the Module №2 | 40 | 80 |
| Total by the Modules №1, №2 | 80 | 80 |
| Semester examination | 20 | 20 |
| Total by the subject | 100 | 100 |

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. Total Semester Grade equals to the sum of the Semester Module Grade and the Examination Grade, which is transferred in grades of National Scale and ECTS grades.

4.5. The Total Semester Grade is entered into the Examination Register, educational cards and into a student's record book in values, National Scale grades, and ECTS Scale grades, for example: *92/Excellent/A, 87/Good/B, 79/Good/C, 68/Sat./D, 65/Sat./E*, etc.

4.6. The Total Grade is equalled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement.



(Ф 03.02-01)

АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

| № прим. | Куди передано (підрозділ) | Дата видачі | П.І.Б. отримувача | Підпис отримувача | Примітки |
|---------|---------------------------|-------------|------------------------|-------------------|----------|
| | Устаткування | 15.12.22 | Шмелев Ігор Сергійович | | |
| | | | | | |
| | | | | | |

(Ф 03.02-02)

АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

| № пор. | Прізвище ім'я по-батькові | Підпис ознайомленої особи | Дата ознайомлення | Примітки |
|--------|---------------------------|---------------------------|-------------------|----------|
| | | | | |
| | | | | |
| | | | | |

(Ф 03.02-04)

АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

| № пор. | Прізвище ім'я по-батькові | Дата ревізії | Підпис | Висновок щодо адекватності |
|--------|---------------------------|--------------|--------|----------------------------|
| | | | | |
| | | | | |
| | | | | |

(Ф 03.02-03)

АРКУШ ОБЛІКУ ЗМІН

| № зміни | № листа (сторінки) | | | | Підпис особи, яка внесла зміну | Дата внесення зміни | Дата введення зміни |
|---------|--------------------|------------|--------|--------------|--------------------------------|---------------------|---------------------|
| | Зміненого | Заміненого | Нового | Анульованого | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

(Ф 03.02-32)

УЗГОДЖЕННЯ ЗМІН

| | Підпис | Ініціали, прізвище | Посада | Дата |
|-----------|--------|--------------------|--------|------|
| Розробник | | | | |
| Узгоджено | | | | |
| Узгоджено | | | | |
| Узгоджено | | | | |