

**FEDERAL STATE BUDGET EDUCATIONAL
INSTITUTION OF HIGHER EDUCATION
“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

«APPROVED»

Dean of the Faculty of Economics, MSU

professor _____ A.A.Auzan

«__» _____ 2021

COURSE SYLLABUS

Course title:

INTERNATIONAL BUSINESS

Level of higher education:

MASTER STUDIES

Field of study:

38.04.02. MANAGEMENT

Mode of study:

FULL-TIME

Course syllabus is considered and approved by
the Educational and Methodological Council of the Faculty of Economics
(minutes № _____, date)

Moscow 2021

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master's degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2021 and forthcoming

1. Place and status of the course in the structure of the Master program

Course status: *obligatory*

Trimester: 2nd

2. Course Prerequisites

This discipline is based on the knowledge and skills acquired as a result of studying following courses:

- Strategic Management (in English),
- Organizational Behavior (in English),
- Managerial Economics (in English).

3. Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates

Competencies of graduates (codes)	Indicators of achievement of competencies	Intended learning outcomes of the course (module) associated to the required competencies of the graduates
GPC-4. Capable of managing project and process activities in an organization with the use of modern management practices, leadership and communication skills, identifying and evaluating new market opportunities, developing strategies for the start-up and development of innovative activities and corresponding business models of organizations	GPC-4.I-1. Organizes project and process activities with the use of modern management practices, leadership and communication skills	GPC-4.I-1.K-1. Knows approaches to organizing project and process activities, business modeling
		GPC-4.I-1.A-1. Able to manage project and process activities applying modern management practices, as well as leadership and communication skills
	GPC-4.I-2. Develops strategies for the development of innovative activities of an organization	GPC-4.I-2.K-1. Knows modern approaches to the start-up and development of innovative activities of organizations
		GPC-4.I-2.A-1. Able to identify promising areas of innovative activities and develops strategies for their development
PC-7. Capable of assessing the information needs of an organization, preparing analytical materials for the examination of management processes	PC-7.I-1. Conducts an analysis of the information needs of an organization	PC-7.I-1.K-1. Knows the goals and objectives of information management, causes of information needs, methods for studying information needs
		PC-7.I-1.A-1. Able to analyze information needs and determine requests for information and

		<p>analytical support of an organization</p> <p>PC-7.I-2.A-2. Able to prepare materials that reveal the information needs of an organization for the examination of management processes</p>	
<p>PC-8. Capable of conducting examination of management processes, preparing an expert opinion with provision of recommendations</p>	<p>PC-8.I-1. Conducts examination of management processes</p>	<p>PC-8.I-1.K-1. Knows the methods and principles of conducting examination of management processes</p> <p>PC-8.I-2.A-1. Able to evaluate the effectiveness of the organization's management processes</p>	
	<p>PC-8.I-2. Presents the results of examination of the organization's management processes with provision of recommendations</p>	<p>PC-8.I-2.K-1. Knows current forms of presenting the results of examination of management processes</p> <p>PC-8.I-2.A-1. Able to develop recommendations for improving the efficiency of management processes based on the analysis conducted</p>	
	<p>PC-11. Capable of independently creating models and algorithms for typical and non-standard organizational and managerial tasks to optimize the internal environment and to adapt to the requirements of the external environment of a particular functional unit and an organization as a whole</p>	<p>PC-11.I-1. Conducts an analysis of factors of the external and internal environment of a specific functional unit and an organization as a whole</p>	<p>PC-11.I-1.A-1. Able to collect and process information necessary to analyze the external and internal environment of a particular functional unit and an organization as a whole</p>
		<p>PC-11.I-2. Develops models and algorithms for standard and non-standard organizational and managerial decisions</p>	<p>PC-11.I-2.A-1. Able to apply main methods of analysis and modeling of managerial decisions under uncertainty and in lack of information</p> <p>PC-11.I-2.A-2. Able to develop and justify effective organizational and managerial decisions considering the requirements of the external and internal environment</p>
<p>SPC-2. Capable of applying acquired knowledge in practice and using an integrated approach to real business situations in international context</p>	<p>SPC-2.I-1. Conducts an integrated analysis of situations related to the current activities of international companies</p>	<p>SPC-2.I-1.A-1. Able to conduct a comprehensive analysis of the company's activities in the foreign market considering the priorities of the internationalization strategy</p> <p>SPC-2.I-1.A-2. Able to analyze real business cases and identify strengths and weaknesses of managerial decisions in international companies</p>	
	<p>SPC-2.I-2. Makes decisions related to international business activities based on an</p>	<p>SPC-2.I-2.A-1. Able to analyze the market potential when developing an algorithm for entering</p>	

	integrated analysis	new foreign markets SPC-2.I-2.A-2. Able to predict and manage the risks of business activities in a foreign territory
SPC-3. Capable of elaborating and implementing international development strategies for organizations with different forms of ownership based on the analysis of international business environment and modern trends, including digitalization of economic activities	SPC-3.I-1. Formulates and implements international development strategies for companies, considering their organizational and legal form	SPC-3.I-1.A-1. Able to analyze the existing international strategies of a company in international business
		SPC-3.I-1.U-2. Able to make strategic managerial decisions in organizations / companies, considering their form of ownership and country of origin
	SPC-3.I-2. Adapts development strategies of organizations to the peculiarities of their international business environment and modern trends, including digitalization of economic activity	SPC-3.I-2.A-1. Able to develop a strategy for the internationalization of the company, considering the peculiarities of the foreign business environment, the potential of the foreign market
		SPC-3.I-2.A-3. Able to evaluate the effect of implementation of new digital business models and technologies

4. Workload of the course by types of activity

The workload of the discipline is 6 ECTS: 216 academic hours, including 108 academic hours of contact work with a professor, 108 academic hours of self-directed studies.

5. Learning format

Full-time, with the use of educational platform On.Econ (use of distant learning technologies is allowed if necessary).

6. Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training

Title and brief content of sections and topics of the course (module), Form of assessment for the course (module)	Total (hours)	Including	
		Contact work (work in contact with a professor) <i>Types of contact work, hours</i>	Student self-directed studies <i>Types of self-directed studies, hours</i>

		Seminars	Group consultations	Individual consultations	Total	Practical homeworks	Case study	Final project	Preparation for written examination	Total
Topic 1. Introduction to International Business	22	6	4	-	10	8	2	2	-	12
Topic 2. The Environment for International Business: Macro level	30	10	4	4	18	8	-	4	-	12
Topic 3. The Environment for International Business: Micro level	28	10	2	4	16	8	-	4	-	12
Topic 4. Reasons for Becoming International and Modes of Entry into Foreign Markets	26	8	2	4	14	-	8	4	-	12
Topic 5. Models of Business Internationalization	24	8	-	4	12	8	4	-	-	12
Topic 6. International Business Risks	20	6	-	4	10	8	2	-	-	10
Midterm written examination	10	2	-	-	2	-	-	-	8	8
Midterm assessment (control): — <i>Presentation and defense of final project</i>	56	6	-	20	26	-	-	30	-	30
Total	216	56	12	40	108	40	16	44	8	108

Brief content of the course topics

Topic 1. Introduction to International Business

- 1.1. What is International Business (IB)?
- 1.2. International versus Domestic Business. What is changing for the firm when it goes international?
- 1.3. The evolution of International Business since the early era till the age of globalization. The nature of contemporary international business activities.
- 1.4. How does International business affect donor and recipient countries.

Task for self-directed studies: Preparation of a manager’s foreign business trip.

Case studies “How the iPhone widens the US trade deficit with the People’s Republic of China”.

Main Literature:

1. Cavusgil S. T, G. Knight, J. Riesenberger. International Business: The New Realities, 4th Edition. Pearson, 2017, Ch.1-2.
2. Yuqing Xing and Neal Detert. How the iPhone Widens the United States Deficit with the People's Republic of China. ADBI Working Paper Series No.257, December 2010.

Additional Literature:

1. Hill Ch.W.L., G.T.M.Hult Global Business Today. 10-th edition, 2017. Ch.1

Topic 2. The Environment for International Business: Macro level

- 2.1. The components of Macro-environment for IB activities: institutional and socio-economic structures.
- 2.2. Major performers: countries vs multinational enterprises. Classifying countries by income level and socio-economic development. World Economic Forum country competitiveness ranking.
- 2.3. Multinational enterprises as drivers of international business activities.
- 2.4. Major International economic organizations (IMF, The World Bank group, WTO).
- 2.5. Regional economic integration.
- 2.6. International commodity arrangements. Dynamics of the world market.

Practical Task: work with original information resources during contact work in an Internet class to study the elements of the macro-level business environment.

Task for self-directed studies: presentation preparation on one of the components of the macro-level business environment.

Main Literature:

1. Cavusgil S. T, G. Knight, J. Riesenberger International Business: The New Realities, 4th Edition. Pearson, 2017, Ch.7-8.
2. Conklin D. The global environment of business: New paradigms for international management. Ivey Business Journal, July / August 2011. – URL: <http://iveybusinessjournal.com/publication/the-global-environment-of-business-new-paradigms-for-international-management/>
3. Gupta Abhishek International Business Environment: Challenges and Changes. Research Journal of Management Sciences. Vol. 2(11), 34-38, November (2013), pp.34-38.
4. Brewer T.L., Young S. Multilateral Institutions and Policies: Implications for Multinational Business Strategy. In: The Oxford Handbook of International Business. Oxford University Press, 2010. PP. 269 -307.

Additional Literature:

1. Hill Ch.W.L., G.T.M.Hult Global Business Today. 10-th edition, 2017. Ch.3,9.
2. Wilkins M. The History of the Multinational Enterprise. In: The Oxford Handbook of International Business. Oxford University Press, 2010. Pp.3-39.

Topic 3. The Environment for International Business: Micro level (10 hours)

- 3.1. Why is a certain country attractive for IB activities?
- 3.2. Models and sources of countries' assessment.
- 3.3. The elements of national environment affecting the IB operations. Macroeconomic soundness. Resource endowments. Market and industry opportunities. The political, regulatory and legal environment. Government and administration quality. Social and cultural environment.
- 3.4. National culture classifications. Corporate culture. Culture and management styles in selected countries.

Practical task « Acquaintance with Internet resources allowing to assess the business environment of foreign countries and decide on the localization of business»

Task for self-directed studies: presentation preparation on one of the components of the external business environment.

Case studies “Parris Rodgers International”

Business game: ‘Selection of a potential partner for the implementation of an international partner considering cross-cultural differences (based on the Hofstede model)’

Main Literature:

1. Hofstede G. The Cultural Relativity of Organizational Practices and Theories// Journal of International Business Studies, Fall 1983, pp.75-89.
2. Lewis R.D. When Cultures Collide. London, 1996. Ch.2
3. Smith W. and M.H.Drimyer Investment Climate Analysis. In: Finance and Development, March, 2005. PP.40-43.

Additional Literature:

1. Hill Ch.W.L., G.T.M.Hult Global Business Today. 10-th edition, 2017. Ch.2, 4.
2. Graham J.L. Culture and Human Resources Management. In: The Oxford Handbook of International Business. Oxford University Press, 2010. PP. 502 -536.

Topic 4. Reasons for Becoming International and Modes of Entry into Foreign Markets (8 hours)

- 4.1. Multifaceted approach to internationalization concept.
- 4.2. Globalization as the major driver of internationalization process.
- 4.3. Multiple modes of entry into foreign market: trade related (exporting, countertrade), transfer-related (contract manufacturing, licensing, franchising, management service contracts, turnkey projects), non-equity strategic alliances, foreign direct investment.
- 4.4. Entry mode and control. Comparing various entry modes.

Case studies «How Starbucks avoids paying taxes in Great Britain»

Business Game: ‘International business activities usage for tax planning optimization’

Main Literature:

1. Cavusgil S. T, G. Knight, J. Riesenberger International Business: The New Realities, 4th Edition. Pearson, 2017, Ch.11-12.
2. Wild J.J., Wild K.L. International Business. The Challenges of Globalization. Pearson Education Limited, 2012. Ch. 11-12.
3. Bergin T. (2012) Special Report: How Starbucks avoids UK taxes. – URL: www.reuters.com/assets/print?aid=USBRE89E0EX20121015
4. Starbucks Moves to the “Espresso” Lane in China. (2012). – URL: <http://knowledge.wharton.upenn.edu/article/starbucks-moves-to-the-espresso-lane-in-china/>

Topic 5. Models of Business Internationalization

- 5.1. Concepts of business internationalization.
- 5.2. Approaches to IB organization.
- 5.3. Defining strategic objectives for foreign country presence.
- 5.4. Advantages and disadvantages of various entry modes selection.
- 5.5. When to enter: first mover, follower or acquirer? How to enter? Decision criteria and determinants of foreign mode of entry. Entry decision model.

Case studies: «Sun Life Financial: Entering China».

Case studies: «L'Oreal and the Globalization of American Beauty».

Practical task: Matrix analysis of foreign markets to decide on the format of entry

Main Literature:

1. Cavusgil S. T, G. Knight, J. Riesenberger International Business: The New Realities, 4th Edition. Pearson, 2017, Ch.13-15.
2. Jones G., Kiron D., Dessain V., Sjoman A. L'Oreal and the Globalization of American Beauty. Case study. Harvard Business School.
3. Mark K., J. Mitchell Sun Life Financial: Entering China. Case study. Richard Ivey School of Business.
4. Wild J.J., Wild K.L. International Business. The Challenges of Globalization. Pearson Education Limited, 2012. Ch. 13.
5. Yigang Pan and David K. Tse The Hierarchical Model of Market Entry Modes. Journal of International Business Studies, Vol. 31, No. 4 (4th Qtr., 2000), pp. 535-554

Additional Literature:

1. Hill Ch.W.L., G.T.M.Hult Global Business Today. 10-th edition, 2017. Ch.13.

Topic 6. The International Business Risks (6 hours)

- 6.1. Causes and nature of risks in International Business.
- 6.2. Specificity of risks depending on the type of business activity.
- 6.3. Business risk typology: global, country and operational.
- 6.4. The evolution of the nature of global risks.
- 6.5. Evolution of country risks concept. Global and national sources of country risks.

6.6. Managing country risk

Case study: «Riding the crippled tiger».

Practical task: « Acquaintance with Internet resources allowing assessment of global and country risks of international business activities».

Main Literature:

1. Cavusgil S. T, G. Knight, J. Riesenberger International Business: The New Realities, 4th Edition. Pearson, 2017, Ch.17.
2. Yadung Luo. Political Risk and Country risk in International Business: Concepts and Measures. In: The Oxford Handbook of International Business. Oxford University Press, 2010. PP. 740 -765.

7. Assessment tools to assess the course learning outcomes

7.1. Sample assessment tools:

Learning outcomes of the course	Types of assessment tools
<p>GPC-4.I-1.K-1. Knows approaches to organizing project and process activities, business modeling</p>	<ul style="list-style-type: none"> • Participation in discussions • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project • Written examination
<p>GPC-4.I-1.A-1. Able to manage project and process activities applying modern management practices, as well as leadership and communication skills</p>	<ul style="list-style-type: none"> • Team discussion of homework case studies after self-study • Business games • Defense of the final project
<p>GPC-4.I-2.K-1. Knows modern approaches to the start-up and development of innovative activities of organizations</p>	<ul style="list-style-type: none"> • Participation in discussions • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments

	<ul style="list-style-type: none"> • Defense of the final project • Written examination
GPC-4.I-2.A-1. Able to identify promising areas of innovative activities and develops strategies for their development	<ul style="list-style-type: none"> • Participation in discussions • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Defense of the final project
PC-7.I-1.K-1. Knows the goals and objectives of information management, causes of information needs, methods for studying information needs	<ul style="list-style-type: none"> • Participation in discussions • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project • Written examination
PC-7.I-1.A-1. Able to analyze information needs and determine requests for information and analytical support of an organization	<ul style="list-style-type: none"> • Participation in discussions • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
PC-7.I-2.A-2. Able to prepare materials that reveal the information needs of an organization for the examination of management processes	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
PC-8.I-1.K-1. Knows the methods and principles of conducting examination of management processes	<ul style="list-style-type: none"> • Participation in discussions • Preparation of presentation

	<ul style="list-style-type: none"> • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project • Written examination
PC-8.I-2.A-1. Able to evaluate the effectiveness of the organization’s management processes	<ul style="list-style-type: none"> • Participation in discussions • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
PC-8.I-2.K-1. Knows current forms of presenting the results of examination of management processes	<ul style="list-style-type: none"> • Participation in discussions • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project • Written examination
PC-8.I-2.A-1. Able to develop recommendations for improving the efficiency of management processes based on the analysis conducted	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
PC-11.I-1.A-1. Able to collect and process information necessary to analyze the external and internal environment of a particular functional unit and an organization as a whole	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments

	<ul style="list-style-type: none"> • Defense of the final project
PC-11.I-2.A-1. Able to apply main methods of analysis and modeling of managerial decisions under uncertainty and in lack of information	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
PC-11.I-2.A-2. Able to develop and justify effective organizational and managerial decisions considering the requirements of the external and internal environment	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
SPC-2.I-1.A-1. Able to conduct a comprehensive analysis of the company's activities in the foreign market considering the priorities of the internationalization strategy	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
SPC-2.I-1.A-2. Able to analyze real business cases and identify strengths and weaknesses of managerial decisions in international companies	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
SPC-2.I-2.A-1. Able to analyze the market potential when developing an algorithm for entering new foreign markets	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
SPC-2.I-2.A-2. Able to predict and manage the risks of business activities in a foreign territory	<ul style="list-style-type: none"> • Preparation of presentation

	<ul style="list-style-type: none"> • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
SPC-3.I-1.A-1. Able to analyze the existing international strategies of a company in international business	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
SPC-3.I-1.U-2. Able to make strategic managerial decisions in organizations / companies, considering their form of ownership and country of origin	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
SPC-3.I-2.A-1. Able to develop a strategy for the internationalization of the company, considering the peculiarities of the foreign business environment, the potential of the foreign market	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project
SPC-3.I-2.A-3. Able to evaluate the effect of implementation of new digital business models and technologies	<ul style="list-style-type: none"> • Preparation of presentation • Team discussion of homework case studies after self-study • Business games • Written homework assignments • Defense of the final project

7.2. Course assessment criteria (scores):

Types of assessment tools	Score
Participation in discussions	40
Preparation of presentation (2)	40
Team discussion of homework case studies after self-study (3)	45
Business games (3)	45
Written examination	40
Written homework assignments (3)	30
Defense of the final project	60
Total	300

7.3. Grade for the course is determined based on the following criteria:

Grade	Minimum score	Maximum score
<i>Excellent</i>	255,0	300
<i>Good</i>	195,0	254,9
<i>Satisfactory</i>	120,0	194,9
<i>Failed</i>	0	119,9

Note: in case a student's score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment'.

7.4. Typical tasks and other materials necessary to assess the learning outcomes:

— *Participation in discussions*

Theoretical questions examples:

1. The impact of political events on the external business environment.
2. Formats of entry of Russian companies to the markets of developed countries.
3. Factors of internationalization of Russian companies.
4. Why the entrepreneurial activity expands beyond the national economy?

5. The impact of globalization on the internationalization of economic activity.
6. The impact of international organizations on the macro-environment for international business.
7. Regional integration as accelerator of business internationalization process.
8. The nature of the parent company's control over foreign operations, depending on the entry mode to the foreign market.
9. Factors determining the localization of international business: micro and macro level.
10. The role of multinational companies in international trade.
11. The role of multinational companies on the world FDI market.
12. Factors determining country specificity of the business environment.
13. The concepts of business internationalization.
14. Phases of business internationalization in M. Czinkota model.
15. Factors that determine the firm's choice of form of international business.
16. Advantages and disadvantages of various entry modes to the foreign market.

— *Written homework assignments*

Homework assignments contain practical analytical mini-tasks.

Task examples:

1. Development of financial statement on international business trip
2. Development of presentation on one of international economic organizations and show its effect on international business environment both at Macro- and Micro-levels.
3. Development of presentation on one of the Micro- business environment and show its effect on cross-cultural management.
4. Self-study of reading matter and case-studies assigned for class and contact hours discussions.
5. Develop your individual cultural profile and make group comparison.
6. Development of presentation on various entry modes to foreign markets.
7. Perform the comparative analysis of different entry modes to foreign market.
8. Compare and evaluate the components of country risk in international operations.
9. Compare and evaluate the components of global risk in international operations.
10. Evaluate the methods of international business risk hedging.

— *Preparation of presentation*

Topics for presentations:

1. Characteristics of the business culture of the country (at the choice of the student) and its impact on the choice of market entry format and management features.
2. The influence of elements of the external environment on the formation of the business climate.
3. International economic organizations' (IMF, World Bank, WTO) impact on the macro-environment of international business.
4. Commodity agreements and entry barriers on commodity markets.
5. The impact of integration agreements on the micro-environment for international business activities.

— *Team discussion of homework case studies after self-study*

During the course the case study approach is actively applied both in the form of mini-cases, with which students are acquainted directly in the classroom, and the full-fledged cases, which require home preparation.

— *Business Game*

An example of a business game: “*Choice of a potential partner to implement an international partner considering cross-cultural differences (based on the Hofstede model)*”

The business game is based on the use of students' knowledge about the differences and characteristics of the cultural component of the business environment of foreign countries. Consideration of these features is extremely important in the formation of multicultural teams in the framework of joint international projects and the creation of joint ventures, as well as in mergers and acquisitions of companies. The game begins with the selection of a potentially implemented joint project with a foreign partner in its territory (joint production, search for a partner for the implementation of portfolio investments with the right to participate in management, etc.) and the field of activity (industry). An academic group is divided into 2 or 3 teams (depending on the number of students in the group). Each mini-group independently works with the cultural profiles provided by countries of potential market entry (according to the Hofstede model) and determines the country that is most suitable for the selected project. Teams give their arguments on a flipchart or blackboard in the context of their ability to work in one team, cross-cultural differences / similarities in management styles, temporal orientation (long-term or short-term), etc. The students should show the components of the cultural profile of the Hofstede model used to choose a particular partner, as well as how the existing cross-cultural differences will be overcome.

— *Written examination*

Test question examples:

1. The common market as the stage of integration means:
 - A) common economic, currency, legal and information space
 - B) free circulation of goods and factors of production

- C) lack of tariffs in mutual trade
2. The Hofstede dimensions analysis for China shows the highest scores for
- A) Uncertainty avoidance
 - B) Masculinity
 - C) Long-term orientation
3. Which of the listed below statements is true:
- A) IMF is a non-governmental organization
 - B) the voting power in IMF is based on quota possessed by a certain country
 - C) settlement of trade and monetary disputes is not the major goal of IMF
4. Which macroeconomic correlates are used in international market assessments (mark all correct):
- A) economic
 - B) gender distribution
 - C) government spending
 - D) age distribution
 - E) income distribution
5. For the developing countries' market segmentation is not typical:
- A) huge low-end commodity market
 - B) rising middle-class
 - C) diverse segmentation
6. The transnationality index is used to:
- A) identify the volume and nature of sales activity of the company
 - B) identify the international status of the company
 - C) identify the number of commercial partners
7. In case of joint Asian-region currency appreciation and the rise of prices for i-Phone the US trade deficit:
- A) wouldn't be affected due to low price elasticity of demand
 - B) would be affected because of lower competitiveness of Chinese i-Phones
 - C) would be affected significantly

8. In everyday managerial practice of international companies the dominating approach is:

- A) ethnocentrism
- B) parochialism
- C) geocentrism

9. Which of listed below dimensions fits the E.T.Hall framework:

- A) basic human nature
- B) space orientation
- C) high context orientation in communication
- D) activity orientation

10. Understanding cross-cultural differences:

- A) reduces the efficiency of managers;
- B) improves the efficiency of managers;
- C) enables their elimination in the company's team;
- D) complicates the negotiation process;

11. Masculinity versus femininity relationship orientation was elaborated by

- A) Trompenaars
- B) Hofstede
- C) Kluckhohn and Strodtbeck
- D) Trainidis

12. “The middle-class effect” deals with

- A) growing demand for branded goods and durables
- B) decreasing inequality and growing market potential
- C) increasing number of educated people at labor market

13. THE MAJOR reason for assembling iPhones in China and US-China trade deficit is:

- A) strive for extra profits of Apple
- B) import of i-Phones from China
- C) exchange rate fluctuations.

— *Final project*

The exam is conducted in the form of defense of an individual project, which is developed throughout the entire training period. The examination project is dedicated to the selection of a foreign market for a company selected by a student as a subject of internationalization. Modules of the final project should be provided for verification at the exact time specified by the teacher. The defense of the project is held in the form of a presentation, which sets out the characteristics of the company and the product, presents the results of a comparative analysis of the markets of two potential candidate countries, as well as the results of a matrix analysis to determine the format and time of entry into a selected foreign market. During the defense, a student should make a presentation of the project within 15-20 minutes, as well as answer questions from the audience and the commission for the protection of the project.

7.5. Methodological guidelines and assignment requirements:

— *Participation in discussions*

A high degree of interactivity involves regular attendance of classes. Students should independently study the materials of the course program and be timely ready for discussion. It is necessary to study all the sites recommended for self-directed studies, in order to increase the efficiency of work in the format of classes.

— *Preparation of presentation*

The presentation to be prepared by a student should reveal the features of the business culture of one of the countries of the world economy or a component of a macro environment (at the student's choice). Student presentations are the basis for a business game in choosing a potential foreign partner with maximum compatibility of management team members, taking into account cross-cultural differences.

— *Business Game*

An example of a business game: *“Choice of a potential partner to implement an international partner considering cross-cultural differences (based on the Hofstede model)”*

Students should have a good knowledge of the Hofstede model and be fluent in knowledge of the typology of business cultures in the global economy. The choice of a potential partner should be justified by a comparative analysis of the business culture parameters of potential partner countries. Students should consider how the inevitable cross-cultural differences will be overcome and what company management must do to achieve this.

Business game time: 1 hour. A business game is rated at a maximum of 15 points with full disclosure of all required aspects (breadth and depth of analysis of the cultural profile of potential partners) and high-quality presentation of the results of group work.

— *Written examination*

The work consists of questions with a multiple choice of answers formulated on the basis of training materials, presentations and cases discussed during the classes. To prepare for the test work, you should use the recommended literature, course presentations, as well as student presentations.

— *Final project*

Presentation should reflect the content of the project and contain a number of slides (15-17) that will allow to fulfill the temporary protection schedule (20 minutes). Sample list of presentation slides for defense that reflect the content of the project:

- General characteristics of the selected company
- Experience in international activities
- Company's SWOT analysis
- Assessment results of the company's readiness degree for international activities
- Matrix analysis of product selection for international activities
- Matrix analysis of the speed of entering the foreign market, considering selected countries
- A comparative analysis of the market potential and risks of two (or more) countries with the calculation: give a set of indicators without specific indicators on one separate slide and the selection results on another separate slide (in a bar chart as in the project)
- Be prepared to show on what positions the country was given preference for a promising market entry
- Matrix analysis of the selection of the entry market (indicating the positioning of the candidate countries)
- Matrix analysis of the choice of format for entering a selected foreign market
- Conclusion and recommendations

Mid-term student assessment for the course provides 60 points for assessing student performance. The points are divided into three groups: 15 points for the presentation (on material storage medium), 15 points for the defense of the project and 30 points for the implementation of the project itself and the design of its paper version. The student receives the maximum number of points (100%) when performing all stages of the project, fully disclosing all aspects of the study and comparative analysis of the business environment and correctly substantiating the choice of the market for prospective entry and the format of entry to the selected foreign market. If some aspects of research and project protection are not observed, the student's grade is discounted.

8. Resources

8.1. List of main and additional literature

Main Literature:

1. Bergin T. (2012) Special Report: How Starbucks avoids UK taxes. – URL: www.reuters.com/assets/print?aid=USBRE89E0EX20121015
2. Brewer T.L., Young S. Multilateral Institutions and Policies: Implications for Multinational Business Strategy. In: The Oxford Handbook of International Business. Oxford University Press, 2010.

3. Cavusgil S. T, G. Knight, J. Riesenberger International Business: The New Realities, 4th Edition. Pearson, 2017.
4. Conklin D. The global environment of business: New paradigms for international management. Ivey Business Journal, July / August 2011. – URL: <http://iveybusinessjournal.com/publication/the-global-environment-of-business-new-paradigms-for-international-management/>
5. Gupta Abhishek International Business Environment: Challenges and Changes. Research Journal of Management Sciences. Vol. 2(11), 34-38, November (2013).
6. Hofstede G. The Cultural Relativity of Organizational Practices and Theories// Journal of International Business Studies, Fall 1983.
7. Jones G., Kiron D., Dessain V., Sjoman A. L'Oreal and the Globalization of American Beauty. Case study. Harvard Business School.
8. Jones G., Kiron D., Dessain V., Sjoman A. L'Oreal and the Globalization of American Beauty. Case study. Harvard Business School.
9. Lewis R.D. When Cultures Collide. London, 1996.
10. Mark K., J. Mitchell Sun Life Financial: Entering China. Richard Ivey School of Business.
11. Smith W. and M.H.Drimyer Investment Climate Analysis. In: Finance and Development, March, 2005.
12. Starbucks Moves to the “Espresso” Lane in China. (2012). – URL: <http://knowledge.wharton.upenn.edu/article/starbucks-moves-to-the-espresso-lane-in-china/>
13. Wild J.J., Wild K.L. International Business. The Challenges of Globalization. Pearson Education Limited, 2012.
14. Yadung Luo. Political Risk and Country risk in International Business: Concepts and Measures. In: The Oxford Handbook of International Business. Oxford University Press, 2010.
15. Yigang Pan and David K. Tse The Hierarchical Model of Market Entry Modes. Journal of International Business Studies, Vol. 31, No. 4 (4th Qtr., 2000).
16. Yuqing Xing and Neal Detert. How the iPhone Widens the United States Deficit with the People’s Republic of China. ADBI Working Paper Series No.257, December 2010.

Additional Literature (for reports and essays preparation):

1. Graham J.L. Culture and Human Resources Management. In: The Oxford Handbook of International Business. Oxford University Press, 2010.
2. Hill Ch.W.L., G.T.M.Hult Global Business Today. 10-th edition, 2017.
3. Shery R. Lanza International Business Information on the Web. Searcher Magazine’s Guide to Sites and Strategies for Global Business Research. Information Today. Inc., 2001.
4. Wilkins M. The History of the Multinational Enterprise. In: The Oxford Handbook of International Business. Oxford University Press, 2010. Pp.3-39.

8.2. List of licensed software

Package of Software ‘Microsoft Office’.

8.3. List of professional databases and information referral systems

Institutional subscription resources of the Faculty of Economics, MSU.

8.4. List of Internet resources (if necessary)

- World Bank Website <http://www.worldbank.org>
- Website of the Doing business program <http://www.doingbusiness.org>
- Forbes magazine website <http://www.forbes.com>
- Website of the consulting company Global Production <http://www.global-production.com>
- Website of the University of Michigan International Business Center <http://www.globaledge.msu.edu>
- Website of the Hofstede Center <http://www.geert-hofstede.com>
- Website of the World Economic Forum <http://www.weforum.org>
- Credendo consulting company website <https://www.credendo.com>
- Website of Euromoney magazine <http://www.euromoney.com>
- Consulting company website <https://www.prsgroup.com/>
- World Trade Center website www.intracen.org

8.5. Description of material and technical support

For the appropriate organization of classes, the following equipment is needed: for classroom lessons a multimedia room equipped with a computer and LCD projector, for 40% of classes a computer class with a PC for each student of the group and access to the Internet, a whiteboard with markers, a microphone, a slider.

9. Language of instruction: English

10. Professor: PhD in Economics, assoc. prof. Chihun L.P.

11. Syllabus author: PhD in Economics, assoc. prof. Chihun L.P.