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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

(Moscow Poly)

APPROVE
Vice-President
for International Affairs
/Yu.D. Davydova/
"30" 05 2022

Dean,
Faculty of Economics and Management
/A.V. Nazarenko/
"30" 05 2022

WORKING PROGRAM OF THE DISCIPLINE

"International management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2022

1. The goals of mastering the discipline

The work program has been updated in accordance with the order of the Ministry of Education and Science of the Russian Federation dated April 5, 2017 No. 301 “On Approval of the Procedure for Organization and Implementation of Educational Activities in Educational Programs of Higher Education - Bachelor's Program, Specialist's Programs, Master's Programs”.

The main goals of the discipline "International Management" include the development of technologies for managing cultural diversity in the context of economic globalization and the development of management technologies that successfully operate in different cultures in order to prevent intercultural conflicts. The main objectives of mastering the discipline "International Management" include:

- to form an idea of the essence of cross-cultural management: goals, objectives, tools;

- acquisition of skills to use the experience of cross-cultural management in the activities of Russian organizations, areas of activity;

- mastering the technology of planning and organizing events to implement the strategy of cross-cultural management.

2. The place of the discipline in the structure of the bachelor's program

The discipline "International Management" is one of the disciplines for the choice of cycle (B1.1.21) of the bachelor's degree program. The discipline "International Management" is interconnected logically and content-methodologically with the following disciplines of the EP:

In the base part of the cycle (B1.1):
- Fundamentals of management;
- Personnel Management;
- Cross-cultural management.

3.The list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the educational program.

As a result of mastering the discipline, the graduate should form the following universal competence

Code and name competencies	Code and content of the indicator of achievement of competence
GPC - 4. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity and organizations	- IOPC-4.1. Knows methods for identifying and evaluating new market opportunities, developing business plans for creating and developing new areas of activity for organizations. IOPC-4.2. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations. IOPC-4.3. Possesses the skills and methods to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations.
UK-5. Able to perceive the intercultural diversity of society in the socio-historical, ethical and philosophical contexts	IUK-5.1. Analyzes and interprets events, the current state of society, manifestations of its intercultural diversity in socio-historical, ethical and philosophical contexts IUK-5.2. Realizes the system of universal human values, understands the importance for the development of civilizations of historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings IUK-5.3. Interacts with people in a culturally sensitive manner in order to successfully complete professional tasks and social integration

Structure and content of the discipline

Sections of the discipline "International Management" are studied in the second year in the third semester

for part-time forms - 4 credit units, i.e. 144 academic hours (of which 18 hours are lectures, seminars and practical classes - 18 hours, independent work of students - 108 hours, the form of control is an exam).

Sections of the discipline "International Management" are studied in the second year in the third semester.

The structure and content of the discipline "International Management" in terms of terms and types of work are reflected in the Appendix.

The content of the sections of the discipline

Introductory lecture Introduction to the course "International Management

Basic concepts and the role of international management. Background of international management. Export management. Specifics of international management.

Topic 2. The role of international companies in the modern world

The concept of international business. Stages of development of international business. Key features of international business. Types of international business. International business motivation. International companies and their role in the process of globalization. Features of international business

Topic 3. Organizational structure of international companies

Organizational forms of international companies. The main structural elements of international companies. Management levels in international companies

Topic 4. Planning and control of the activities of an international company

Planning the activities of an international company. Strategic planning in an international company. Organization of the planning process. Features of the implementation of the control function in international companies /

Topic 5. International Strategies of MNEs

The international business of the firm and its competitive advantages. Basic models for entry of MNCs into international markets. Basic strategies for foreign direct investment

Topic 6. Mergers and acquisitions of companies

Essence and history of mergers and acquisitions. Classification of transactions by mergers and acquisitions. Motives for a business combination

Topic 7. Strategic alliances

Strategic alliances as a promising form of company integration. Purpose of alliances. Organizational aspects of building strategic alliances. Classification of strategic alliances

Topic 8. Companies of the future

Transformation of management in companies. horizontal companies. network companies. Advantages and disadvantages of network companies

Topic 9. Corporate culture in MNCs

The role of corporate culture in MNCs. Functions of corporate culture. Variables of cross-cultural problems of international business

Topic 10. International organizations

The concept of international organizations. United Nations (UN). International Monetary Fund (IMF). International Bank for Reconstruction and Development (IBRD). Organization for Security and Cooperation in Europe (OSCE). North Atlantic Treaty Organization (NATO). European Union (EU). Council of Europe

Topic 11. International and state regulation of foreign economic activity (FEA)

Management of foreign economic activity: essence, functions and specificity. Goals and objectives of state regulation of foreign economic activity in the Russian Federation. Bodies of state and non-state regulation and management of foreign economic activity /

Topic 12. International marketing: a general overview

International marketing: content, concepts and essence.

Topic 13. Domestic and international marketing: common features and differences.

Domestic and international marketing: common features and differences. Internationalization of the world economy and new priorities of international marketing.

Topic 14. International marketing environment

International economic environment. Socio-cultural environment of international marketing. International political and legal environment.

Topic 15. International marketing research

Features and objectives of international marketing research. Typology of international market research. Stages of the international marketing research process.

Topic 16. Market selection and strategies for entering a foreign market

Approach to the choice of foreign market. Analysis of foreign markets. Strategies for entering foreign markets.

Topic 17. International pricing policy

Systematization of types of world prices. Principles for determining foreign trade prices. Pricing strategy in line with the market.

Topic 18. International marketing communications

Politics of advertising in the world markets. Direct methods of international marketing communications. Organization of goods distribution by a company operating in foreign markets.

Seminar plan

Seminar 1. Cross-cultural management: current trends and current problems. Interethnic Tensions and Management of Cultural Differences The need to study cross-cultural management. Its subject, goals, methods and tasks. Main directions and topical problems. The study of interethnic relations and the identification of possible hotbeds of interethnic tension. Individual differences as the basis of intergroup conflicts. Cross-cultural shock and ways to overcome it.

Issues for discussion:

1. International management as an academic discipline: its subject, object and tasks. The need for study.

2. Main directions and actual problems of cross-cultural management.

Seminar 2. Managing intercultural differences. Specifics of professional activity and training of managers working in situations of intercultural interaction. Global business: interpenetration and synergy of cultures.

Issues for discussion:

1. Cross-cultural shock and how to overcome it.

2. Global business: interpenetration and synergy of cultures.

Seminar 3. The concept of business culture in the international system of coordinates Problems of adequate definition and "measurement". The concept of business culture, its elements. Levels of culture: global, cluster, national, corporate. Their interaction.

Issues for discussion:

1. The concept of business culture, its elements and levels

2. Systems of values in national cultures.

Seminar 4. Heterogeneity of cultural space: dominant culture, subcultures and countercultures. The strength of culture and its determining factors. Differences in approaches to the study of culture: cultural universals and value systems depending on nationality and personality type (D. Murdoch, J. Rokeach, Allport, Vernon, Lindsay).

Issues for discussion:

1. Beliefs as a basis for cross-cultural comparisons

2. Parameters of impact on business culture: business environment factors

Seminar 5. The system of values as a determinant of behavior. Beliefs and value orientations as the basis for cross-cultural comparisons (S. Yoshimuri, W. Neumann). Classification and ranking of business cultures by type of value orientations. Cultural contrasts in the value systems of nations (on the example of American, Japanese and Arab cultures).

Issues for discussion:

1. Cultural contrasts in the system of American culture.

2. Cultural contrasts in the system of Japanese culture.

3. Cultural contrasts in the system of Arab culture

Seminar 6. Cultural differences and ethics. Parameters of impact on business culture: business environment factors (system approach according to J. Miller) and national-ethnic factor in business cultures. Concept, essence and functions of stereotypes. ethnic stereotyping. The phenomenon of ethnocentrism. Stereotyping and increasing the effectiveness of interethnic interaction.

Issues for discussion:

1.Cultural differences and ethics

2. Ethnic stereotyping.

3. The phenomenon of ethnocentrism.

Seminar 7. Parameters of national business culture and the criteria base for international comparisons Variables of national culture and their comparative analysis in business cultures of different countries. Factors influencing the formation of national culture. Social orientations and their influence on the difference between national cultures (G. Lane, J. Distefano). Basic criteria for intercultural differences (G.Hofstede, F.Trompenars).

Issues for discussion:

1. Variables of national culture and their comparative analysis in business cultures of different countries

2. Basic criteria for intercultural differences according to G. Hofstede. 3.Theory "Z" according to U.Ouchi 4.Basic criteria for intercultural differences according to F.Trompenars

Seminar 8 Problems and opportunities of synergy of national cultures (theory "Z" according to U.Ouchi). Accounting for national stereotypes in the activities of an international manager. Classification of national culture variables. The impact of the culture of the nation on the organization. Cultural Educational program of selected countries. Criteria base of international comparisons.

Issues for discussion:

5.Cultural educational program of the country

6. Accounting for national stereotypes in the activities of an international manager.

Seminar 9. Cross-cultural communication and negotiation skills in an international context Communication and interpersonal relationships. Verbal and non-verbal communications and their features in different countries.

Issues for discussion:

1. High and low context cultures.

2. Verbal and non-verbal communications and their features in different countries.

Seminar 10. Dependence of communication on the national and cultural context. Ethnic foundations and interrelations of language, thinking and culture. The role of language in interethnic communication. High and low context cultures. Business culture variables and their impact on communication. cultural noise. Training in international communications and their management.

Issues for discussion:

1. Ethnic symbols and "gift conflicts" in intercultural interaction.

2. Conditions for effective intercultural communication.

Seminar 11. Influence of culture on the negotiation process. Organization of the preparation and conduct of negotiations, taking into account the behavioral characteristics in the business cultures of various countries. Comparison of negotiating styles. Negotiation process management. Development of cultural sensitivity. National-cultural correctness.

Issues for discussion:

1. Conditions for effective intercultural communication.

2. The influence of culture on the negotiation process.

3. Negotiation models.

Seminar 12. Interaction of national and corporate cultures. Models of corporate cultures in a comparative context National culture and organization management. Organizational and national culture. Strategy, structure and culture of the organization.

Issues for discussion:

1. National and corporate cultures: interdependence and interaction

2. Classification criteria for corporate cultures

Seminar 13. National and corporate cultures: interdependence and interaction. Classification criteria for corporate cultures. Egalitarian and hierarchical cultures. Models of corporate cultures, their characteristic features and comparative analysis.

Issues for discussion:

1. Level, type of economic development and model of corporate culture: problems of demand and compliance.

2. Comparative analysis of corporate culture models

Seminar 14. Motivation and leadership styles in different countries The importance of work in different business cultures. Factors influencing the attitude to work, national characteristics. Cross-cultural comparisons of motivation models in different countries. Motivation of culturally diverse personnel. National specificity of promotion, training and retraining of personnel.

Issues for discussion:

1. The importance of work in different business cultures.

2. Factors influencing the attitude to work, national characteristics.

3. Cross-cultural comparisons of motivation models in different countries.

Seminar 15. Characteristics of national leadership styles. Western and Eastern variants of the organization of power. Differences in perceptions of status and leadership. Factors affecting the effectiveness of leadership in different cultures.

Issues for discussion:

1. National models of leadership.

2. Differences in perceptions of status and leadership.

3. Factors affecting the effectiveness of leadership in different cultures.

Seminar 16. Human resource management in the international context Interstate differences in human resource management: classification of problems. Impact of differences between countries on human resource management: institutional, cultural, economic and labor cost factors.

Issues for discussion:

1. Interstate differences in human resource management: classification of problems.

2. Impact of differences between countries on human resource management.

Seminar 17. Practiced approaches to the selection, selection, promotion and training of personnel in an international firm. compensation policy.

Issues for discussion:

1. Recognizing the value of differences and managing a diverse workforce.

2. Development of skills necessary for successful intercultural interaction.

Seminar 18. Cultural sensitivity and cross-cultural competence.

Issues for discussion:

Issues for discussion:

1. Practiced approaches to the selection, selection, promotion and training of personnel in an international firm. compensation policy.

2. Recognizing the value of differences and managing a diverse workforce.

3. Cultural sensitivity and cross-cultural competence.

5. Educational technologies.

The methodology of teaching the discipline "International Management" and the implementation of a competency-based approach in the presentation and perception of the material provides for the use of the following active and interactive forms of conducting group, individual, classroom classes in combination with extracurricular work in order to form and develop the professional skills of students:

– lectures;

– preparation for the implementation of seminars;

– discussion of reports on the discipline;

- organization and conduct of current control of students' knowledge in the form of tests, oral survey.

6. Evaluation tools for current monitoring of progress, intermediate certification based on the results of mastering the discipline and educational and methodological support for students' independent work.

In the learning process, the following assessment forms of independent work of students, assessment tools for monitoring progress and intermediate assessments are used:

Evaluative means of current monitoring of progress include questions to control the development of discipline sections by students, reports, tests, tests.

Samples of control questions and tasks for conducting current control, questions for the test are given in the Appendix.

6.1. Fund of assessment tools for conducting intermediate certification of students in the discipline (module).

In the learning process, the following assessment forms of independent work of students, assessment tools for monitoring progress and intermediate assessments are used:

Evaluative means of monitoring progress include topics of reports, oral survey, test.

Only students who have completed all types of educational work provided for by the work program of the discipline are allowed to intermediate certification.

When performing current control, it is possible to use test material.Samples of control questions and tasks for conducting current control are given in the appendix. When implementing the undergraduate program, the organization has the right to use e-learning and distance learning technologies. All materials are placed in the LMS of the Moscow Poly (https://lms.mospolytech.ru/).

When teaching people with disabilities, e-learning and distance learning technologies should provide for the possibility of receiving and transmitting information in forms accessible to them

6.1.1. A list of competencies indicating the stages of their formation in the process of mastering the educational program.

As a result of mastering the discipline (module), the following competence is formed:

Code and name competencies	Code and content of the indicator of achievement of competence
GPC - 4. Able to identify and evaluate new market opportunities, develop	- IOPC-4.1. Knows methods for identifying and evaluating new market opportunities, developing business plans for creating and

business plans for the creation and development of new areas of activity and organizations	developing new areas of activity for organizations. IOPC-4.2. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations. IOPC-4.3. Possesses the skills and methods to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations.
UK-5. Able to perceive the intercultural diversity of society in the socio-historical, ethical and philosophical contexts	IUK-5.1. Analyzes and interprets events, the current state of society, manifestations of its intercultural diversity in socio-historical, ethical and philosophical contexts IUK-5.2. Realizes the system of universal human values, understands the importance for the development of civilizations of historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings IUK-5.3. Interacts with people in a culturally sensitive manner in order to successfully complete professional tasks and social integration

In the process of mastering the educational program, this competence, including its individual components, is formed in stages during the development of disciplines (modules), practices by students in accordance with the curriculum and calendar schedule of the educational process.

6.1.2. Description of indicators and criteria for assessing competencies formed on the basis of the results of mastering the discipline (module), description of assessment scales

An indicator of competency assessment at various stages of their formation is the achievement by students of the planned learning outcomes in the discipline (module).

GPC - 4. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity and organizations				
Index	Evaluation criteria			
	2	3	four	5

- IOPC-4.1. Knows methods for identifying and evaluating new market opportunities, developing business plans for creating and developing new areas of activity for organizations.	The student demonstrates the complete absence or insufficient compliance of the following knowledge: methods for identifying and evaluating new market opportunities, developing business plans for creating and developing new areas of activity for organizations.	The student demonstrates incomplete compliance with the following knowledge: methods for identifying and evaluating new market opportunities, developing business plans for creating and developing new areas of activity for organizations Significant mistakes are made, lack of knowledge is manifested, for a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge: methods for identifying and evaluating new market opportunities, developing business plans for creating and developing new areas of activity for organizations The student demonstrates partial compliance with the following skills	The student demonstrates full compliance with the following knowledge: methods for identifying and evaluating new market opportunities, developing business plans for creating and developing new areas of activity for organizations. The teacher freely operates with the acquired knowledge.
IOPC-4.2. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity;	The student is not able or insufficiently able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity	The student demonstrates incomplete compliance with the following skills: identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity	The student demonstrates partial compliance with the following skills: identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity	The student demonstrates full compliance with the following skills: identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity
IOPC-4.3. Possesses the skills and methods to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of the organization's activities, the formation of new business models	The student does not know or does not have enough owns the skills and methods to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations, the formation of new business models	The student does not have enough skills and methods to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations, the formation of new business models	The student partially owns the skills and methods to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations, the formation of new business models	The student is fully versed in the skills and methods of identifying and evaluating new market opportunities, developing business plans for creating and developing new areas of activity for organizations, forming new business models
UK-5. Able to perceive the intercultural diversity of society in the socio-historical, ethical and philosophical contexts				
Index	Evaluation criteria			

	2	3	four	5
IUK-5.1. Analyzes and interprets events, the current state of society, manifestations of its intercultural diversity in socio-historical, ethical and philosophical contexts	The student demonstrates the complete absence or insufficient compliance of the following knowledge: the modern state of society, manifestations of its intercultural diversity in the socio-historical, ethical and philosophical contexts	The student demonstrates incomplete compliance with the following knowledge: the modern state of society, manifestations of its intercultural diversity in the socio-historical, ethical and philosophical contexts Significant mistakes are made, lack of knowledge is manifested, for a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge: the modern state of society, manifestations of its intercultural diversity in the socio-historical, ethical and philosophical contexts	The student demonstrates full compliance with the following knowledge: the modern state of society, manifestations of its intercultural diversity in the socio-historical, ethical and philosophical contexts
IUK-5.2. Realizes the system of universal human values, understands the importance for the development of civilizations of historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings	The student does not know how or insufficiently knows how and understands the importance for the development of civilizations of the historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings	The student demonstrates incomplete correspondence of the following skills and understanding of the importance for the development of civilizations of historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings	The student demonstrates partial correspondence of the following skills and understanding of the importance for the development of civilizations of historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings	The student demonstrates full compliance with the following skills and understanding of the importance for the development of civilizations of historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings
IUK-5.3. Interacts with people in a culturally sensitive manner in order to successfully complete professional tasks and social integration	The student does not know or does not have enough owns the skills and methods interaction with people, taking into account socio-cultural characteristics in order to successfully complete professional	The student does not have enough skills and methods interaction with people, taking into account socio-cultural characteristics in order to successfully complete professional tasks and social integration	The student partially owns the skills and methods interaction with people, taking into account socio-cultural characteristics in order to successfully complete professional tasks and social integration	The student is fully versed in the skills and methods interaction with people, taking into account socio-cultural characteristics in order to successfully complete professional tasks and social integration

	tasks and social integration			

Scales for assessing the results of intermediate certification and their description:

Form of intermediate attestation: test.

Intermediate attestation of students in the form of a test is carried out based on the results of the implementation of all types of educational work provided for by the curriculum for a given discipline (module), while taking into account the results of current monitoring of progress during the semester. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the intermediate certification for the discipline (module), the grade "passed" or "failed" is given.

Evaluation scale	Description
Passed	All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be made.
Not credited	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, the lack of knowledge, skills and abilities is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

Only students who have completed all types of academic work provided for by the work program in the discipline "International Management" (report, test, oral survey) are allowed to the intermediate attestation.

The Evaluation Funds are presented in the Work Program Annex.

7. Educational, methodological and information support of the discipline "International Management"

a) basic literature:

one*Myasoedov, S. P.*International management: a textbook for universities / S. P. Myasoedov, L. G. Borisova. - 3rd ed. - Moscow: Yurayt Publishing House, 2022. - 314 p. - (Higher education). - ISBN 978-5-534-02314-5. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/489087

b) additional literature:

oneTheory of intercultural communication: textbook and workshop for universities / Yu. V. Taratukhina [and others]; edited by Yu. V. Taratukhina, S. N. Bezus. - Moscow: Yurayt Publishing House, 2022. - 265 p. - (Higher education). - ISBN 978-5-534-00365-9. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/489699

in)software and Internet resources:

- Office applications, Microsoft Office 2013 (or lower) - Microsoft Open License.License No. 61984042

eight. Logistics support of discipline.

Audience for lectures and seminars of the general fund. Training tables with benches, classroom board, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

9. Guidelines for students when working on lecture notes during the lecture

Lecture - a systematic, consistent, monologue presentation by the teacher of educational material, as a rule, of a theoretical nature. When preparing a lecture, the teacher is guided by the working program of the discipline. In the course of lectures, it is

recommended to keep a summary, which will later allow you to recall the studied educational material, to supplement the content during independent work with literature.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave fields in the working notes on which to make notes from the recommended literature, supplementing the material of the lecture heard, as well as emphasizing the particular importance of certain theoretical positions.

Lecture conclusions summarize the teacher's reflections on educational issues. The teacher provides a list of used and recommended sources for studying a particular topic. At the end of the lecture, students have the opportunity to ask questions to the teacher on the topic of the lecture. When lecturing on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, get acquainted with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the recommendations of the teacher and the requirements of the curriculum should be taken into account. It is also recommended to refine your lecture notes by making appropriate entries in it from the literature recommended by the teacher and provided by the curriculum. Abstracts should be prepared for presentations on all educational issues submitted to the seminar.

Since the student's activity in seminars is the subject of monitoring his progress in mastering the course, preparation for seminars requires a responsible attitude. In interactive classes, students should be active.

Guidelines for students on the organization of independent work

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. During independent work, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. To perform independent work, methodological support is provided. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

10.Methodological recommendations for the teacher

(Guidelines for making presentations)

A presentation (from the English word - presentation) is a set of color slide pictures on a specific topic, which is stored in a special format file with the PP extension. The term "presentation" (sometimes called "slide film") is associated primarily with the information and advertising functions of pictures that are designed for a certain category of viewers (users).

Multimedia computer presentation is:

- dynamic synthesis of text, image, sound;
- the most modern software interface technologies;
- interactive contact of the speaker with the demonstration material;
- mobility and compactness of information carriers and equipment;
- ability to update, supplement and adapt information;
- low cost.

Rules for the design of computer presentations

General Design Rules

Many designers argue that there are no laws and rules in design. There are tips, tricks, tips. Design, like any kind of creativity, art, like any way of some people to communicate with others, like language, like thought, will bypass any rules and laws.

However, there are certain recommendations that should be followed, at least for novice designers, until they feel the strength and confidence to create their own rules and recommendations.

Font design rules:

- Serif fonts are easier to read than sans-serif fonts;
- Capital letters are not recommended for body text.
- Font contrast can be created through: font size, font weight, style, shape, direction, and color.
- Rules for choosing colors.
- The color scheme should consist of no more than two or three colors.
- There are incompatible color combinations.
- Black color has a negative (gloomy) connotation.
- White text on a black background is hard to read (inversion is hard to read).

Presentation design guidelines

In order for the presentation to be well perceived by the audience and not cause negative emotions (subconscious or completely conscious), it is necessary to follow the rules for its design.

The presentation involves a combination of information of various types: text, graphics, musical and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining fragments of information of various types. In addition, the design and demonstration of each of the listed types of information is also subject to certain rules. So, for example, for textual information, the choice of font is important, for graphic information - brightness and color saturation, for their best joint perception, optimal relative position on the slide is necessary.

Consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- font size: 24-54 pt (headline), 18-36 pt (plain text);
- font color and background color should contrast (the text should be well read), but not hurt the eyes;
- font type: smooth sans-serif font for body text (Arial, Tahoma, Verdana), decorative font can be used for heading if it is legible;
- italics, underlining, bold, capital letters are recommended to be used only for semantic highlighting of a text fragment.

Formatting graphic information:

- drawings, photographs, diagrams are designed to supplement textual information or convey it in a more visual form;
- it is desirable to avoid drawings in the presentation that do not carry a semantic load if they are not part of the style design;
- the color of graphic images should not contrast sharply with the overall style of the slide;
- illustrations are recommended to be accompanied by explanatory text;
- if a graphic image is used as a background, then the text on this background should be well readable.

The content and location of information blocks on the slide:

- there should not be too many information blocks (3-6);
- the recommended size of one information block is no more than 1/2 of the slide size;
- it is desirable to have on the page blocks with different types of information (text, graphs, diagrams, tables, figures) that complement each other;
- keywords in the information block must be highlighted;

- information blocks should be placed horizontally, blocks related in meaning - from left to right;
- the most important information should be placed in the center of the slide;
- the logic of presenting information on slides and in the presentation should correspond to the logic of its presentation.

In addition to the correct arrangement of text blocks, one must not forget about their content - the text. In no case should it contain spelling errors. You should also take into account the general rules for formatting the text.

After creating a presentation and its design, you need to rehearse its presentation and your performance, check how the presentation will look like as a whole (on a computer screen or projection screen), how quickly and adequately it is perceived from different audience locations, under different lighting conditions, noise accompaniment, in an environment as close as possible to the real conditions of the performance.

The program is compiled in accordance with the Federal State Educational Standard of Higher Education in the field of studybachelors 38.03.02 "Management".

The program was made by:

Head of the Department "Management"

Candidate of Economics, Associate Professor / Alenina E.E. /

Candidate of Economics, Associate Professor of the Department of Management

/Grankina V.L. /

The program was approved at a meeting of the department "Management"

August 29, 2022, Protocol No. 1

Head of the Department "Management"

k. e. Sc., Associate Professor / Alenina E.E. /

Application

The structure and content of the discipline "International Management" in the field of study 38.03.02 "Management" (bachelor) part-time education

n/n	Chapter	Semester	Semester week	Types of educational work, including independent student work, and labor intensity in hours					Types of independent work students						Forms of attestation	
				L	F/N	Lab	SRS	DAC	UO	To	K/R	R	DC	T	E	Z
one	Introductory lecture Introduction to the course "International Management	3	one	one	one		6		+				+			
2	Topic 2 The role of international companies in the modern world	3	2	one	one		6		+				+			
3	Topic 3 Organizational structure of international companies	3	3	one	one		6		+				+			
four	Topic 4 Planning and controlling the activities of an international company	3	four	one	one		6		+				+			
5	Topic 5 International MNE Strategies	3	5	one	one		6		+				+			

6	Topic 6 Mergers and acquisitions of companies	3	6	one	one		6		+				+			
7	Topic 7 Strategic alliances	3	7	one	one		6		+				+			
eight	Topic 8 Companies of the future	3	eight	one	one		6		+				+			
9	Topic 9 Corporate culture in MNCs	3	9	one	one		6		+				+			
ten	Topic 10 International organizations	3	ten	one	one		6		+							
eleven	Topic 11 International and state regulation of foreign economic activity (FEA)	3	eleven	one	one		6		+				+			
12	Topic 12 International Marketing: Overview	3	12	one	one		6		+				+			
13	Topic 13 Domestic and international marketing: similarities and differences.	3	13	one	one		6		+				+			
fourteen	Topic 14. International marketing environment	3	fourteen	one	one		6		+				+			
fifteen	Topic 15 International marketing research	3	fifteen	one	one		6		+				+			
16	Topic 16. Market selection and strategies for entering a foreign market	3	16	one	one		6		+				+			
17	Topic 17 International pricing policy	3	17	one	one		6		+				+			

eighteen	Topic 18 International Marketing Communications	3	eighteen	one	one		6		+				+			
	Appraisal Form														E	
	Total hours per discipline	144		eighteen	eighteen		108									

Annex to
work program

MINISTRY OF EDUCATION AND SCIENCE OF THE RUSSIAN FEDERATION

FEDERAL STATE BUDGETARY EDUCATIONAL INSTITUTION OF HIGHER EDUCATION

"MOSCOW POLYTECHNIC UNIVERSITY"

(MOSCOW POLYTECH)

Direction of training: 38.03.02 "Management"

EP (Educational Program): "Business Process Management"

Form of study: full-time, part-time

Type of professional activity: organizational and managerial

Department of "Management"

VALUATION FUND

ON THE DISCIPLINE "INTERNATIONAL MANAGEMENT"

Composition: 1. Passport of the fund of appraisal funds

2. Description of evaluation tools:

questions for the test, questions for oral survey, topics of reports, assignments for tests

Compiled by:

head of the department Candidate of Economics, Assoc. Alenina E.E.

. Candidate of Economics, Assoc. Grankina V.L.

Moscow, 2022

INDICATOR OF THE LEVEL OF FORMATION OF COMPETENCES

In the process of mastering this discipline, the student forms and demonstrates the following **General professional competencies**:				
Code and name competencies	Code and content of the indicator of achievement of competence	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**
GPC - 4. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity and organizations	IOPC-4.1. Knows methods for identifying and evaluating new market opportunities, developing business plans for creating and developing new areas of activity for organizations. IOPC-4.2. Able to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations. IOPC-4.3. Possesses the skills and methods to identify and evaluate new market opportunities, develop business plans for the creation and development of new areas of activity of organizations.	lecture, independent work, seminars	UO DC	**A basic level of** reproduction of acquired knowledge in the course of current control **Enhanced level** -is able to analyze the intercultural diversity of society in a socio-historical, ethical and philosophical context
UK-5. Able to perceive the intercultural diversity of society in the socio-historical, ethical and philosophical contexts	IUK-5.1. Analyzes and interprets events, the current state of society, manifestations of its intercultural diversity in socio-historical, ethical	lecture, independent work, seminars	UO DC	**A basic level of** reproduction of acquired knowledge in the course of current control **Enhanced level**

	and philosophical contexts IUK-5.2. Realizes the system of universal human values, understands the importance for the development of civilizations of historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings IUK-5.3. Interacts with people in a culturally sensitive manner in order to successfully complete professional tasks and social integration			-is able to analyze the intercultural diversity of society in a socio-historical, ethical and philosophical context

Annex 2
to work program

List of evaluation tools for the discipline International Management

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
one	Report, message (DS)	Product independent work student, which is a public on the presentation of the results of the solution of a certain educational and practical, educational and research or scientific Topics	Topics of reports, messages
2	Oral interview interview, (UO)	A means of control, organized as a special conversation between a teacher and a student on topics related to the discipline being studied, and designed to ascertain the amount of knowledge of the student in a particular section of the	Questions about topics / sections of the discipline
3	Test (K/R)	A tool for testing skills to apply the acquired knowledge to solve problems of a certain type on a topic or section	A set of control tasks by options
four	Exam	The final form of knowledge assessment. In higher education institutions are held during the session.	Questions for the exam

Questions for the test in the discipline "International Management" (formation of competenceOPK - 4, UK-5)

KNOW:

1. The essence of the concept of "culture" in the context of the tasks of "cross-cultural management".
2. The concept of values, norms and patterns of behavior.
3. Socialization and cultural identity.
4. Main features of modern Russian business culture; what is the relationship with tradition.
5. Specificity of cross-cultural interactions in the conditions of transnationalization of business culture.
6. Transformation of the functions of business culture in the conditions of the formation of the information society.
7. The main types of communication styles in intercultural communication.
8. The specificity of the "Western" and "Eastern" styles of behavior in the negotiation process.
9. The essence of the concepts of "business communication" and "business communications".
10. Features of the ratio of business dress code and status.
11. What are the principles of modern PR ethics and "media ethics" in multicultural environments?
12. What effective principles and practices of building a socially positive business image do you know?
13. Classification of business cultures by R. Lewis.
14. Characteristics of "reactive" cultures and the specifics of their interaction with other cultures.
15. Characteristics of "monoactive" cultures and the specifics of their interaction with other cultures.
16. Characteristics of "polyactive" cultures and the specifics of their interaction with other cultures.
17. National and cultural differences in the concept of F. Trompenaars.
18. Is it possible to find similarities between eastern and western types of business cultures; what are the differences? Expand with examples.
19. The value of cross-cultural competencies in the formation of effective management strategies in the context of modernization and innovation transformations. Expand with examples.
20. What are the basic principles of a constructive intercultural dialogue in terms of business negotiations. Expand with examples.
21. Parameters of business culture in G.Hofstede's classification.
22. The essence of the "power distance" parameter. Expand with examples.
23. The essence of the parameter "individualism / collectivism". Expand with examples.
24. The essence of the "masculine/feminine" parameter. Expand with examples.

25. The essence of the "uncertainty avoidance" parameter. Expand with examples.
26. Business culture parameter "Confucian dynamism".
27. The main types of business negotiation tactics. Expand with examples.
28. Describe the types of verbal and non-verbal communications.
29. Basic principles of effective business communication in different cultures. Expand with examples.
30. Forms and principles of organizing optimal business communication: interactive and remote
31. Modern models and practices of leader formation that exist in the space of cross-cultural management
32. Differences between classic business etiquette and modern business communication etiquette.
33. Basic principles and norms of business ethics in international management

Students' knowledge on each issue is evaluated: "passed"; "not counted";
The mark "passed" is set,

- if exhaustive and substantiated answers to control questions are given; the ability to competently apply theoretical knowledge for practical purposes is shown; a deep and creative mastery of the main and additional literature is shown; responses were clear and concise.

- if complete, sufficiently deep and reasonable answers to questions are given, sufficiently strong practical skills are shown; deep knowledge of additional literature; the answers were not always clear and concise, thoughts and decisions were presented using special terms, concepts, categories, but they did not always follow a logical sequence.

- if basically correct answers to questions are given, but without proper justification and depth; insufficiently strong practical skills are shown; insufficient knowledge of the main literature; the answers were fuzzy, wordy; thoughts and decisions were not always presented with the correct and necessary use of special terms, concepts and categories, without proper logical sequence.

The “failed” mark is given in cases where the conditions that allow the “pass” mark are not met.

Topics of reports / messages on the discipline "International Management"(formation of competenceOPK - 4, UK-5)

1. Ethnocentrism in interethnic relations
2. The specifics of managing "multicultural" teams and organizations
3. The influence of national culture on the ability to develop new products
4. Protestant Ethics and Western Business Culture.
5. Islam and Eastern business culture.
6. Catholicism and its influence on the formation of Western European business culture.
7. Orthodoxy, its basic values and their reflection in Russian business culture.

8. Multiculturalism in society: good or bad?
9. Actual problems and ways of forming cross-cultural competence of managers.
10. The diversity of national cultures and interethnic conflicts in Europe o National models of the negotiation process
11. Non-verbal national and cultural features of communications in business
12. "Gift conflict" in business and ways to overcome it
13. Differences in monochrome and polychrome cultures and their use in management practice
14. National features of recruitment
15. Ethics and trust in international business
16. Cultural contrasts in the value systems of nations
17. Cross-cultural competence of the manager and tolerant attitude towards other cultures
18. Total Quality Management System Abroad and in Russia

Criteria for evaluation:

- the grade "passed" is given to the student if his performance differs in consistency, logic of presentation; he demonstrates familiarity with educational and additional literature (UK-5 - "know"), is able to select and analyze relevant information relevant to the topic of the speech (UK-5 - "be able", "own"); The speaker answers questions from the audience.

- the mark "not passed" is given to the student if the speech (report) is short, shallow, superficial. The student demonstrates knowledge, skills, skills below the threshold level in accordance with the criteria for scoring the formation of competencies given in the table in the context of the “know / be able / possess” descriptors.

Topics of the oral survey in the discipline "International Management"(formation of competenceOPK - 4, UK-5)

1. Basic concepts and theoretical problems of cross-cultural management
2. Economic globalization and national business cultures
3. Western and Eastern types of business cultures.
4. Typology of values and specificity of models and normative schemes
5. Russian business culture: essence, traditions, stereotypes, current state
6. Cross-cultural skills and intercultural competence: management in global business
7. The effectiveness of intercultural negotiations: styles of organization and conduct

8. The concept of corporate culture: joint activities in the political cultural environment.

Criteria for evaluation:

- the mark "passed" is given to the student if he correctly and extensively answered the questions asked (UK-5 - "know") based on educational and additional literature (UK-5 - "own"), demonstrated the ability to analyze the current state of the problem in areas of organization development management (UK-5 - "be able"), the desire to logically definitely and consistently state your answer. In this case, minor errors and inaccuracies may be made, which he can correct on his own or with correction by the teacher.

- the mark "not passed" is given to the student if he incorrectly answered the questions asked or did not answer them at all. The student demonstrated knowledge, skills, skills below the threshold level in accordance with the criteria for assessing competence given in the table.