

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Lesya Ukrainka Volyn National University
Faculty of International Relations
Department of International Economic Relations

SYLLABUS
of the elective educational component
«Strategic Management in International Business»
for the Bachelor's Degree program

Syllabus of the Educational Component «Strategic Management in International Business» for Bachelor's Degree Program

Prepared by: Iryna Kytsyuk, PhD in Economics, Associate Professor, Department of International Economic Relations

Agreed

Guarantor of the educational and professional program:



(signature) (A. O. Boiar)

The syllabus of the educational component was approved at a meeting of the Department of International Economic Relations, Protocol No. 6 of February 10, 2026.

Head of the Department:



(Boiar A.O.)

I. DESCRIPTION OF THE EDUCATIONAL COMPONENT

Name of Indicator	Field of Study, Specialization, Educational and Professional Program, Educational Level	Characteristics of the Educational Component
Full-time Mode of Study	<i>C Social Sciences, Journalism, Information and International Relations</i> <i>CI Economics and International Economic Relations</i> <i>International activities of companies and institutions</i> <i>First (Bachelor's) Level</i>	Elective
Workload / Credits: 150 hours / 5 ECTS		Year of study: 3
		Semester: 6
Individual Research Assignment: Yes		Lectures: 10 hours
		Practical (seminar) classes: 20 hours
		Self-study: 110 hours
		Consultations: 10 hours
	Form of assessment: credit	
Language of Instruction: Ukrainian		

II. INSTRUCTOR INFORMATION

Full name: Iryna Kytsyuk

Academic degree: PhD in Economics

Academic title: Associate Professor

Position: Associate Professor, Department of International Economic Relations

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III. DESCRIPTION OF THE EDUCATIONAL COMPONENT

1. Course Annotation

The syllabus of the elective educational component «Strategic Management in International Business» has been developed to accommodate the possibility of forming an individual educational trajectory for students at the First (Bachelor's) Level of higher education.

The elective course «Strategic Management in International Business» introduces students to the key approaches, tools, and models used in developing and implementing strategies within the global business environment. The course explains how international companies build competitive advantages, adapt to dynamic world markets, and make strategic decisions considering geopolitical, economic, cultural, and technological factors.

As part of the educational component, students will explore the main types of international business strategies, methods of external environment analysis, target market selection, entry strategies, and models of global competitiveness. Special attention is given to the impact of business internationalization, global value chains, multinational corporations, and contemporary challenges such as digitalization, international risks, market instability, and sustainable development.

Upon completing the course, students will be able to analyze international markets, evaluate the strategic positions of companies, select appropriate strategies for entering and operating in different national markets, and formulate simple yet well-grounded strategic recommendations for international businesses.

2. Purpose and Objectives of the Educational Component Purpose:

The purpose of the educational component «Strategic Management in International Business» is to develop students' systematic understanding of the processes involved in formulating and implementing strategies of international companies, as well as to build the ability to analyze the global business environment and make well-grounded strategic decisions that account for the conditions of different national markets, competitive advantages, and contemporary challenges of the global economy.

The main objectives of the course are to:

- introduce students to the key concepts, models, and approaches of strategic management in international business;
- develop an understanding of the process of strategic analysis of a company's external and internal environment;
- explain the specific features of building competitive advantages in global markets;
- clarify the principles and tools for selecting international strategies (market-entry strategies, growth strategies, adaptation and standardization decisions);
- teach students to analyze international markets and evaluate the strategic positions of companies;
- demonstrate the role of business internationalization, global value chains, and multinational corporations in shaping business strategies;
- familiarize students with contemporary challenges of strategic management (digitalization, international risks, geopolitical shifts, sustainable development);
- develop students' skills in formulating simple yet well-reasoned strategic recommendations for companies operating in the international environment.

3. Soft skills.

Soft Skills Developed within the Educational Component:

1. Analytical Thinking:

- ability to analyze a company's external and internal environment;
- capacity to identify key factors of competitiveness in international markets.

2. Strategic Vision:

- ability to recognize long-term opportunities and risks;
 - development of skills to justify and defend strategic decisions.
3. Critical Thinking:
 - ability to evaluate business situations from multiple perspectives;
 - skills in identifying strengths and weaknesses of strategic alternatives.
 4. Communication:
 - ability to clearly and convincingly present strategic proposals;
 - skills in conducting discussions on the selection of business strategies.
 5. Teamwork:
 - ability to collaborate in groups while analyzing international business cases;
 - skills in collective strategic decision-making.
 6. Cross-Cultural Competence:
 - understanding how cultural differences influence international business decisions;
 - ability to consider the global context when developing strategies.
 7. Digital Literacy:
 - use of digital tools for strategic analysis (online resources, analytical platforms, presentation tools);
 - ability to work with information on global markets.
 8. Problem-Solving Skills:
 - ability to find solutions in situations of high uncertainty;
 - capacity to propose alternative strategies for companies operating in the international environment.

4. Structure of the Educational Component

Titles of Content Modules and Topics	Total	Lect.	Pract. (Sem.)	Self-study	Cons.	Form of Assessment*/ Points
Content Module 1. Fundamentals of Strategic Management in International Business						
Topic 1. The Essence of Strategic Management and Its Role in International Business.	26	2	2	20	2	DS/5
Topic 2. Analysis of the Global Business Environment.	28	2	4	20	2	DS/5
Topic 3. Building Competitive Advantages of International Companies.	28	2	4	20	2	DS/5; PC/CS/15
Total for the module 1	82	6	10	60	6	30
Content Module 2. International Company Strategies and Their Implementation						

Topic 4. Strategies for Entering International Markets.	38	2	4	30	2	DS/5; SGW/15
Topic 5. Global Business Strategies and Contemporary Challenges of the International Environment.	30	2	6	20	2	DS/5; R/15
Total for the Module 2	68	4	10	50	4	40
Types of Final Assignments:						
Individual Research Assignment (IRA)						30
Total Hours / Points	150	10	20	110	10	100

Form of Assessment*: DS – discussion, DB – debate, T – tests, TR – training session, PS/CS – problem-solving / case study, IRA/ISW – Individual Research Assignment / Individual Student Work, SGW – small-group work, MTA/TA – module test assignment / test assignment, R – report (essay) as well as analytical memo, analytical essay, literary analysis, etc.

5. Self-Study Assignments**

1. Analyze McDonald's international strategy: describe how the company adapts its products and approach to different countries and why this is important for global success.

2. Evaluate IKEA's market-entry strategy: identify which forms of international expansion the company uses (export, franchising, subsidiaries) and explain why.

3. Analyze Samsung's competitive advantages in the global electronics market: determine what makes the company competitive compared to other international brands.

4. Examine the impact of cultural differences on Coca-Cola's operations: explain how culture influences the brand's marketing decisions and communications in different countries.

5. Describe Nike's internationalization strategy: highlight key stages of the company's expansion into global markets and explain which decisions contributed to its worldwide success.

6. Assess strategic risks in Amazon's international operations: analyze which global risks (technological, political, logistical) may affect the company's performance.

7. Analyze Google's digital transformation strategy in international business: explain how digital tools and innovations shape the company's global competitive advantages.

8. Evaluate Apple's global marketing strategy: describe what approaches Apple uses to maintain a consistent brand image across different markets.

9. Examine the development of Zara's international business strategy: explain how speed, flexibility, and in-house production strengthen the brand's advantages in the global market.

10. Analyze the localization strategy of KFC or Burger King: identify how the company adapts its menu and brand communications to cultural specifics of different regions.

**If desired, the student may choose any other brand for analysis as part of the assignment.

IV. ASSESSMENT POLICY

Attendance Policy:

Class attendance is a mandatory component of the assessment and is subject to scoring. In justified cases (e.g., illness, international internship, participation in academic events, etc.), students may attend classes online during this period upon agreement with the instructor and the Dean of the Faculty.

Academic Integrity Policy:

All written assignments are checked for plagiarism and may be accepted for evaluation only if the amount of properly cited textual borrowings does not exceed 20%. Cheating during continuous assessment or tests (including the use of mobile devices) is strictly prohibited and such work will not be credited. The use of AI tools is permitted only with proper citation of the source.

Deadlines and Resubmission Policy:

Assignments submitted after the deadline without valid reasons will receive a reduced grade. The resubmission of seminar topics, continuous-assessment tasks, or test assignments is allowed only in the presence of valid reasons (e.g., medical certificate).

Students also have the right to recognition of learning outcomes acquired through **formal, non-formal, and/or informal education.**(https://hell.your-objectstorage.com/vnustorage/s3fs-public/inline-files/%2B2024_%D0%92%D0%B8%D0%B7%D0%BD%D0%B0%D0%BD%D0%BD%D1%8F_%D1%80%D0%B5%D0%B7%D1%83%D0%BB_%D1%82%D0%B0%D1%82i%D0%B2_%D0%92%D0%9D%D0%A3_i%D0%BC._%D0%9B.%D0%A3._%D1%80%D0%B5%D0%B4.pdf).

Opportunity to Obtain Additional (Bonus) Points:

Students may receive bonus points for demonstrating initiative, academic engagement, and a creative approach to mastering the course material. This may include participation in academic events, preparation of analytical or visual materials, completion of optional assignments, active involvement in discussions, and creating content related to the topic of corporate social responsibility.

V. FINAL ASSESSMENT

A semester credit is a form of final assessment that consists in evaluating the student's mastery of the course material based on the results of all types of planned

academic work completed during the semester.

The credit is awarded on the basis of continuous assessment, provided that the student has completed all types of coursework specified in the syllabus of the educational component. If a student misses certain in-class sessions for valid reasons, they have the right to make up the missed work during consultations and receive the points allocated for the missed topics. On the date of the final credit, the total number of points earned during continuous assessment (on a 0–100-point scale) is entered into the grade record.

If the student earns fewer than 60 points during continuous assessment, they must take the final credit as part of the academic debt elimination process. In this case, all points accumulated during continuous assessment are annulled. The maximum number of points that can be earned during the credit taken for academic debt elimination is usually 100.

On the day of the scheduled final credit within the regular examination session, no additional questioning of the student is allowed, and the student may not submit any additional assignments or coursework required by the syllabus of the educational component.

Questions for the Final Credit:

1. What is strategic management and why is it important for international companies?
2. What are the key elements of the external environment strategic analysis?
3. What is a PEST analysis and what are its components?
4. Which factors shape the competitive environment in international markets?
5. What are a company's competitive advantages? Provide an example.
6. Which resources and capabilities can ensure a company's international competitiveness?
7. What strategies do companies use to enter international markets?
8. What is the difference between export and franchising as forms of international activity?
9. What are the standardization strategy and the adaptation strategy? When is each applied?
10. What risks arise when entering new international markets?
11. How do cultural differences influence strategic decision-making in international business?
12. What is business internationalization?
13. What role do global value chains play in the activities of international companies?
14. How does digitalization influence the development and implementation of international business strategies?

15. What contemporary challenges do international companies face (geopolitical, environmental, technological)?

VI. GRADING SCALE

Grade (Points)	Linguistic Grade
90–100	Pass
82–89	
75–81	
67–74	
60–66	
1–59	Fail (re-assessment required)

VI. RECOMMENDED LITERATURE

1. Пітер Ф. Друкер. Виклики для менеджменту XXI століття / Пер. Т. Літенська. КМ-Букс, 2020.
2. Сумець О. М. Стратегічний менеджмент : підручник. МВС України, Харків. нац. ун-т внутр. справ, Кременч. льот. коледж. Харків : ХНУВС, 2021. 208 с.
3. Fred R David, Forest R. David & Meredith E. David. Strategic Management: A Competitive Advantage, Concept and Cases. Pearson; 18th edition, 2022.
4. John R. Schermerhorn Jr., Daniel G. Bachrach. Management, 15th Edition. Wiley, 2023. 496 p.
5. Кицюк І. В. Стратегічні орієнтири розвитку корпоративної соціальної відповідальності у XXI столітті в контексті глобалізації та міжнародного бізнесу. *Успіхи і досягнення у науці* (Серія «Право», Серія «Освіта», Серія «Управління та адміністрування», Серія «Соціальні та поведінкові науки»). № 11(21), 2025. С. 1254–1268. DOI: [https://doi.org/10.52058/3041-1254-2025-11\(21\)-1255-1268](https://doi.org/10.52058/3041-1254-2025-11(21)-1255-1268).
6. Кицюк І. В. Інтеграція корпоративної сталості та відповідальності у стратегічне планування міжнародного бізнесу: аналітичний підхід. *Бізнес-навігатор*. 2025. № 6(83). С. 625–631. DOI: <https://doi.org/10.32782/business-navigator.83-99>.
7. Кицюк І. В. Корпоративна соціальна відповідальність та конкурентні переваги бізнесу в глобальному економічному середовищі. *Науково-виробничий журнал «Держава та регіони»*. Серія: Економіка та підприємництво. № 2 (113). Класичний приватний університет, 2020. С. 15–20.
8. Кицюк І. В. Стратегічний менеджмент та корпоративна соціальна відповідальність в контексті глобальних викликів. *Актуальні питання економіки в контексті глобальних викликів*: матеріали всеукраїнської науково-практичної конференції, 29 січня 2022 року / ГО «Львівська економічна фундація». Львів: ЛЕФ, 2022. 100 с. С. 12–14.