

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО

на засіданні кафедри
міжнародної економіки і менеджменту
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ПОГОДЖЕНО

Проректор з навчально-методичної роботи


Каріна НЕМАШКАЛО



МІЖНАРОДНІ БІЗНЕС-СТРАТЕГІЇ ПІДПРИЄМСТВА
робоча програма навчальної дисципліни (РПНД)

Галузь знань	05 "Соціальні та поведінкові науки"
Спеціальність	051 "Економіка"
Освітній рівень	другий (магістерський)
Освітня програма	"Міжнародна економіка"

Статус дисципліни	обов'язкова
Мова викладання, навчання та оцінювання	англійська

Розробники:
д.е.н., професор



Тетяна ШТАЛЬ

к.е.н., доцент



Анастасія МАЛЮКІНА

Завідувач кафедри
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Надія ПРОСКУРНІНА

Гарант програми



Людмила ПІДДУБНА

Харків
2023

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Simon Kuznets Kharkiv University of Economics

APPROVED

at the meeting of the department
of International Economics and Management
Minutes № 1, dated 28.08.2023

AGREED

Vice-rector for educational and methodical work

Karina NEMASHKALO



INTERNATIONAL BUSINESS STRATEGIES OF THE ENTERPRISE
the work program of the academic discipline

Branch of knowledge **05 «Social and behavioral sciences»**
Specialty **051 «Economy»**
Educational Level **Second (Master's)**
Educational Program **International Economics**

Status of discipline **Compulsory**
The language of teaching, learning and rating **English**

Developer:
Doctor of Economics,
professor

Tatiana SHTAL

PhD in Economics, associate
professor

Anastasiia MALIUKINA

Head of Department
of International Economics
and Management

Nadiia PROSKURNINA

Guarantor of the program

Lyudmila PODDUBNA

Kharkiv
2023

INTRODUCTION

The proposed discipline is an overview of the main issues of formation and implementation of international business strategies for students of all specialties. The fundamental difference of the new discipline is that in the course of studying topics, students will be offered not only conceptual models of business strategy formation, but also consider the main procedures for their implementation. The novelty of the discipline "International business strategies of the enterprise" is the combination of conceptual approaches to the development and analysis of business development strategies with consideration of specific strategic issues of organization and conducting international business. The discipline "International business strategies of the enterprise" includes the most important problems of internationalization by firms of their business. The selected problems are presented sequentially in the relevant sections, and include various theoretical and analytical developments, practical recommendations, as well as specific situations and their solutions.

The purpose of the educational discipline is to form a complex of knowledge about the peculiarities of the formation and implementation of business strategies in the international environment.

The tasks of the academic discipline are:

- to study business strategies and conceptual issues of their development;
- to study the principles and features of the company's strategic development;
- consider the main forms and methods of business internationalization in the conditions of globalization;
- master the basic technologies of international business management;
- to study the main strategies of the company's international development;
- consider the main strategies of exit and establishment of companies and firms in foreign markets;
- to study methods of evaluation and selection of an acceptable international business strategy of the firm;
- consider the processes of transnationalization of the world economy, competitive, global strategies of TNCs and methods of their implementation.

The object of study of the discipline is the system of strategic management of the international business of a business entity.

The subject of the academic discipline is the study of relations in the field of strategic management of the international business of a business entity, principles, methods and tools for the formation of international business 4 strategies.

The results of training and competence formed by the educational discipline are defined in the table. 1.

Table 1

Learning outcomes and competences formed by the educational discipline

Learning outcomes	Competences that a student of higher education must master
LO 1	GC2, SC 4
LO 2	GC 1, SC 8
LO 4	SC 7
LO 6	GC 1, SC 8
LO 7	SC 4, SC 7
LO 9	GC 1, SC 4
LO 10	GC 2, SC 3, SC 4, SC 10
LO 11	SC 7, SC 8
LO 13	GC 7, SC 8
LO 14	SC 8
LO 16	SC 12

where,

GC 1. Ability to generate new ideas (creativity).

GC 2. Ability to abstract thinking, analysis and synthesis.

GC 7. Ability to act on the basis of ethical considerations (motives).

SC 3. The ability to collect, analyze and process statistical data, scientific and analytical materials, which are necessary for solving complex economic problems, to draw reasonable conclusions based on them.

SC 4. Ability to use modern information technologies, methods and methods of research of economic and social processes, adequate to the established research needs.

SC 7. The ability to substantiate management decisions regarding the effective development of economic entities.

SC 8. Ability to assess possible risks, social and economic consequences of management decisions.

SC 10. Ability to develop scenarios and strategies for the development of socio-economic systems.

SC 12. The ability to ensure effective management of the international competitiveness of the enterprise.

LO 1. Formulate, analyze and synthesize solutions to scientific and practical problems.

LO 2. Develop, substantiate and make effective decisions on the development of social and economic systems and management of subjects of economic activity.

LO 4. Develop socio-economic projects and a system of complex actions for their implementation, taking into account their goals, expected socio-economic consequences, risks, legislative, resource and other restrictions.

LO 6. Evaluate the results of one's own work, demonstrate leadership skills and the ability to manage personnel and work in a team.

LO 7. Choose effective methods of managing economic activity, substantiate the proposed solutions on the basis of relevant data and scientific and applied research.

LO 9. Make effective decisions under uncertain conditions and requirements that require the use of new approaches, methods and tools of socio-economic research.

LO 10. Apply modern information technologies and specialized software in socio-economic research and management of socio-economic systems.

LO 11. Determine and critically evaluate the state and trends of socio-economic development, form and analyze models of economic systems and processes.

LO 13. Assess possible risks, socio-economic consequences of management decisions.

LO 14. Develop scenarios and strategies for the development of socio-economic systems.

LO 16. To substantiate the choice of the most effective management solutions and business strategies for the development of international economic activity.

EDUCATIONAL DISCIPLINE PROGRAM

Content of the academic discipline

Content module 1. Institutional basis of formation of international business strategies of the enterprise

Topic 1. The essence and characteristic features of the international strategy of the enterprise.

1.1. The essence of the international strategy of the enterprise.

Defining the essence of the concept of strategy and enterprise strategy. The main components of strategic planning and implementation of the company's strategy

1.2 Features of the strategy.

Distinctive features of the strategy. Factors and requirements of strategy formation

1.3. Definition of the mission of the enterprise, its essence and meaning. Building goals.

The importance of the mission for the organization. Requirements for formulating a system of goals

Topic 2. Diagnostics of the external and internal environment of an enterprise (firm) in international business.

2.1 Prerequisites and factors of construction of MBSP.

Prerequisites for choosing international strategies. Difficulties of international business.

2.2. Strategic analysis of the external environment, influencing factors.

Definition of the concept of external environment. Classification of factors of the external environment of an international firm, analysis of their influence.

2.3. Analysis of the environment of direct influence on the corporation.

Determination of the environment of direct influence. The main elements of the environment of direct influence. Factors of consumer demand analysis.

2.4. Methods of strategic analysis of the corporation's environment.

Concept of strategic balance. The task of strategic management. Specific areas of analysis methods.

Topic 3. Competitive environment of a business unit on the international market and forecasting its changes

3.1. Structural analysis of the competitive environment of the enterprise (firm).

Factors that influence the choice of strategy. The model of five forces in industry competition

3.2. Competitive benchmarking. Parameters of competitor analysis.

Concept of competitive benchmarking. Main stages. Stages in the process of competitor analysis

3.3. Strategic group analysis.

Strategic groups. The benefits of synergy for strategic business units.

Topic 4. Alternativeness in strategic choice.

4.1. Strategic alternatives of the company's activity in the foreign market.

Concept of strategic alternatives. Stages of choosing a strategy. Strategic management zones. Groups of strategic influence.

4.2. Formation of a portfolio of strategic alternatives.

Stages of the process of forming a portfolio of strategic alternatives. Matrix models in portfolio analysis

4.3. Evaluation and comparison of alternative strategies on the international market.

Stages of strategic analysis and planning.

4.4 Decomposition of general enterprise strategies.

Concept of decomposition. Rules that should be followed when structuring the company's activities. Methodological requirements of decomposition. Modern approaches to the decomposition of the company's development strategy/

Content module 2. Typification of international business strategies of the enterprise.

Topic 5. General provisions for the formation of corporation strategies.

5.1. Classification of strategies of international corporations and stages of their formation.

Stages of strategy formation. Strategic planning, its functions. Strategic forecasting procedure. Basic procedures of strategic planning. Classification of strategies. Participants in the strategy formation process. Business model canvas.

5.2. Determination of guidelines for the strategic development of the IT industry.

Key steps for further development of the IT industry. Strategic goals of the IT industry of Ukraine. Architecture of digital economy. Regional distribution of IT costs. The main problems that hold back the strategic development of the IT industry in Ukraine. Measures for the development of the IT sphere in Ukraine.

Topic 6. Types of international business strategies and company development.

6.1. Concept and content of corporate strategy.

Concept of corporate strategy. Components that determine the company's growth vector. Strategic flexibility of the portfolio of various types of business. Stages of developing a corporate strategy model.

6.2. Basic corporate strategies.

Growth, stabilization, reduction strategies.

6.3. Strategies of industry orientation and internationalization of the corporation.

Alternative strategies of weak industry organizations. Corporate strategy for competition in fragmented industries. Strategies of corporations in international markets.

Topic 7. Functional and price strategies in international business.

7.1. General characteristics of the functional strategy.

Concept of functional strategy. Specific factors influencing the development of a particular functional strategy. Elements of the functional strategy structure

7.2. Strategic aspects in the functional areas of the enterprise.

Making decisions on strategic issues. Types of functional strategies.

7.3. IT strategy.

Concept of IT strategy. Approximate terms of control and review of IT strategy elements for organizations of different sizes. IT strategy management process model. Successive stages of the beginning of strategy development. Feedback that provides IT strategy updates based on metrics analysis. Stages of strategic IT strategy management.

Topic 8. Diversification and differentiation strategies.

8.1. The essence of the diversification strategy.

The main methods of implementing the diversification strategy. Possible corporate strategies corresponding to the market position of a non-diversified firm. Criteria for assessing diversification

8.2. Types of diversification of enterprise activity.

Strategy of connected (concentric) diversification. A system of derivative diversification strategies. Strategy of diversification into unrelated industries. Strategies of curtailment and liquidation.

Topic 9. Transnationalization of the world economy and formation of global strategies.

9.1. Factors of companies entering the world market.

The main reasons for companies entering the world market. Characteristic features of international operations of the main differences of the market of one country from another. Trade policies of national authorities in different countries. Strategic possibilities of the company's activity on the world market.

9.2. Multinational and global strategies.

Multinational strategy. Coordination of activities and strategic decisions.

9.3. Strategic alliances (combinations).

Strategic alliances. Types of competitors in international markets. Strategies of industry leaders.

The list of practical (seminar) and/or laboratory classes/tasks by academic discipline is given in the table. 2

Table 2

List of practical (seminar) and/or laboratory classes/tasks

Name of the topic and / or task	Content
Topic 1. Task 1.	Role-playing game. Market research. Formulation of clear main goals and direction of the enterprise.
Topic 2. Task 2.	Stimulation of the innovation process, preparation for future environmental changes
Topic 3. Task 3.	Finding the root causes of the problem, effectively overcoming it, which is one of the key stages of developing the effectiveness of the company's strategy.
Topic 4. Task 4.	Determination of alternative strategies (a reasonable number of vertical chains that provide the greatest contribution to the achievement of each goal included in the definition of the vision of the future).
Topic 5. Task 6.	Description of the company's business processes based on the strategic management tool.
Topic 6. Task 6.	Modeling of business processes
Topic 9. Task 9.	Situational analysis of the enterprise. Choice of strategy, its rationale

The list of independent work by academic discipline is given in the table. 3

Table 3

List of independent work

Name of the topic and / or task	Content
Topic 1 - 8	Study of lecture material
Topic 1 - 8	Preparation for practical classes
Topic 1 - 6	Performance of individual educational and research tasks
Topic 7	Writing individual task
Topic 1 - 8	Preparation for the exam

The number of hours of lectures, practical (seminar) and/or laboratory classes and hours of independent work are given in the work plan (technological map) for the academic discipline.

TEACHING METHODS

In the process of teaching an educational discipline, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such learning methods as:

Verbal (lecture (Topic 1, 3, 4, 7), problem lecture (Topic 2, 5, 8,9).

In person (demonstration (Topic 1-8)).

Practical (practical work (Topic 1 - 8), INDZ (Topic 9).

ASSESSMENT FORMS AND METHODS

The university uses a 100-point accumulative system for evaluating the learning outcomes of students of higher education.

Current control is carried out during lecture, practical, laboratory and seminar classes and has the purpose of checking the level of readiness of the higher education applicant to perform specific work and is evaluated by the sum of the points scored: for disciplines with the form of semester control examination (exam): the maximum amount is 60 points ; the minimum amount that allows a student of higher education to pass an exam is 35 points.

The final control includes the semester control and certification of the student of higher education.

Semester control is conducted in the form of a semester exam (exam), differentiated credit or credit. The semester exam (exam) is taken during the exam session.

The maximum number of points that a student of higher education can receive during the examination (examination) is 40 points. The minimum amount for which the exam is considered passed is 25 points.

The final grade by academic discipline is determined: for disciplines with the form of semester control exam (exam) - summing up the points for the current and final control.

During the teaching of the academic discipline, the following control measures are used:

Current control: Individual educational and research tasks (25 points), written control work (10 points), colloquium (20 points), essay (5 points).

Semester control: Exam (40 points)

More detailed information about the evaluation system is given in the work plan (technological map) for the academic discipline.

An example of an examination ticket and evaluation criteria for an academic discipline.

An example of an examination ticket

Semyon Kuznets Kharkiv National University of Economics

The second (master's) level of higher education

Specialty "Economics"

Educational and professional program "International Economy".

Semester 1

Educational discipline "International business strategies of the enterprise"

EXAMINATION TICKET No. 1

Task 1 (test) (10 points)

1. A complex of substantiated independent strategies aimed at achieving the strategic goals of the enterprise based on the use of available resources:

- a) enterprise strategy;
- b) strategic alternatives;
- c) analysis of alternatives;
- d) strategic management zones.

2. To form a system of balanced indicators, the company's strategy is decomposed into the following areas:

- a) financial condition of the enterprise;
- b) tasks that the organization intends to solve;
- c) external business processes.

3. Passive strategy is characterized by:

- a) the concentration of the company's activity in a certain area;
- b) constant expansion of the company's activities;
- c) the desire to be ahead of competitors in the production and sale of new products;
- d) the firm develops new products and then evaluates market opportunities.

4. According to the stage of the enterprise life cycle, strategies are distinguished:

- a) corporate strategy;
- b) active strategy;
- c) optimal cost strategy;
- d) stabilization strategy.

5. The main requirements for strategic recruitment are:

- a) impossibility of displaying economic processes in their totality and interconnection;
- b) orientation towards achieving real interrelated goals;
- c) lack of clarity of content and understanding of the need to apply a certain set (system) of strategies;
- d) inability to take into account changes in the external and internal environment.

6. The components of the strategic planning system at the enterprise are:

- a) tactics;
- b) politics;
- c) programs, procedures;
- d) all options are correct;
- e) option a) and b).

7. The final phase of all strategic planning procedures:

- a) design;
- b) strategic planning project;
- c) strategic programming procedure;

8. One-sided scheme describing all business processes of the company:

- a) canvas of business models;
- b) canvas of business processes;
- c) scheme of operational processes.

9. Factors of the external environment, the use of which will create advantages for the enterprise in the market:

- a) opportunities;
- b) threats;
- c) advantages;
- d) shortcomings.

10. The strategy according to which the enterprise strives to ensure an optimal combination of the advantages of increasing efficiency due to the globalization of operations and the advantages of adaptation to local conditions:

- a) transnational strategy;
- b) global strategy;
- c) corporate strategy;
- d) multilocative strategy.

Task 2 (5 points)

Determine which areas of corporate development you know. Which companies are recommended growth strategy?

Task 3 (10 points)

Small and medium-sized enterprises became the main driving force of the development of the Polish economy after 1990 thanks to a significant contribution to the creation of GNP, new jobs and the reduction of the unemployment rate. Management graduates were expected to create new jobs for themselves and others. Kamil Markevich heard all this in management classes at the university and decided to start his own business after graduation. He spent a lot of time choosing the appropriate legal status, after analyzing all the factors, he decided to work as a self-employed person.

Low costs and ease of creation of this type of enterprise were decisive factors. Information about the availability of EU funding also had its impact. Some programs addressed to micro-entrepreneurs recommend choosing this legal form.

Kamil is going to apply for EU financial support. He believes that his project has a chance of financing. The dilemma is to choose between two business profiles.

The first idea is a business offering art and advertising services. According to the requirements of the market, he can design websites and eventually build commercial and social portals or in the future make commercial films.

Another idea involves creating a sandwich and salad bar. Camila's girlfriend is a graduate of the school of public catering and recently won the competition for the best cook, organized by the magazine "Culinary Journey".

Kamil remembered from his studies at the university that business needs a strategy, the development of which includes the analysis of the immediate more distant environment. He understood very well that starting a business requires capital - now he had to calculate the amount he needed and consider possible sources of financing.

Competition is the key factor that any entrepreneur loses sleep over. Space is another problem. There are two options: buy or rent. In the first case, the costs of acquisition and operation (including land tax) must be taken into account, in the second - rent and other costs under the lease agreement must be taken into account. Other costs associated with starting a business include the cost of registering a business, furnishing premises and purchasing other necessary materials and equipment.

Substitutes that can replace the sector's products in terms of pricing and efficiency deserve serious consideration. The threat of substitutes may increase if their cost decreases and efficiency and availability increase. It also determines the upper price threshold. Fierce competition applies to both cases and, given the limited demand, businesses mainly compete on price.

Camille knows that this is not a good strategy because it will not create a lasting competitive advantage and in the long run will lead to price wars that will reduce profitability. Kamil thought deeply about his future.

Provide answers to questions:

1) To make a decision on choosing a business, conduct an analysis of the immediate and remote competitive environment of each business idea.

- 2) Determine the potential threats and advantages of each type of business;
- 3) Justify the strategy for the next three years for the chosen business.

Task 4 (15 points)

Nika, a well-known manufacturer of refrigeration equipment, plans to enter the international market. The company is considering the possibility of such an exit with refrigerating chambers of the "Ross" and "Inter" brands. The main competitor at this stage is "LIEBHERR" refrigerating chambers, which have already captured 25% of the studied market. Quality parameters of refrigerating chambers are listed in Table 1, and their cost characteristics are listed in Table 1.

Table 1

The main parameters of the quality of refrigerating chambers of enterprises

№	Parameter	Dimensionality of the parameter	Brand of refrigerator			Parameter weighting factor
			AT «Nika»		«LIEBHERR»	
			«Ross»	«Inter»		
1.	Reliability (resource)	thousand hours	125	100	125	30
2.	The temperature of the low-temperature compartment (NTV)	°C	-16	-11	-13	19
3.	NTV capacity	dm ³	60	50	70	20
4.	Design, in points on a 10-point scale	mark	7	5	6	14
5.	Volume	l.	270	260	250	16

Table 2

Cost characteristics of refrigerating chambers of "Nika" and "LIEBHERR" enterprises

№	Value characteristics	Brand of refrigerator		
		«Ross»	«Inter»	«LIEBHERR»
1.	Price (Tspr), UAH.	1900	1500	1900
2.	Total costs of consumers for the entire period of operation (M), hryvnias.	5500	6600	6000

To determine the integral indicators of competitiveness of two brands of refrigerating chambers of the "Nika" enterprise in relation to the refrigerating chamber "LIEBHERR". Decide on the appropriateness of the strategy for entering the market under study.

Approved at the meeting of the Department of International Economics and Management, protocol No. ____ of "____" _____ 20__ year.

The examiner is _____ Tatiana CHERNUKHA

Chief Department _____ Nadiia PROSKURNINA

Evaluation criteria

The final marks for the exam consist of the sum of the marks for the completion of all tasks, rounded to a whole number according to the rules of mathematics. The algorithm for solving each task includes separate stages that differ in complexity, time-consumingness, and importance for solving the task. Therefore, individual tasks and stages of their solution are evaluated separately from each other as follows:

Task 1 (30 points)

For each correct test, if calculations are available - 1 point.

Task 2 (4 points)

2.5 – Determination of directions of corporate development

2.5 – Analysis of the growth strategy

Task 3 (10 points)

3 – making a decision on choosing a business, conduct an analysis of the immediate and remote competitive environment of each business idea;

3 – determination of potential threats and advantages of each type of business;

4 – justification of the strategy for the next three years for the chosen business.

Task 4 (15 points)

3 – determination of the competitiveness of the "Ross" refrigerator;

3 – determination of the index of economic parameters;

3 – determination of the index of technical parameters;

3 – determination of the competitiveness of the JSC "IKR Grop" Igloo refrigerator;

3 – definition of the integral indicator.

RECOMMENDED BOOKS

Main

1. Sumets O. M. Strategic management: textbook / O. M. Sumets. – Kharkiv: KhNUVS, 2021. – 208 p. - Access mode: https://library.krok.edu.ua/media/library/category/pidruchniki/sumets_0004.pdf

2. Ignatieva I.A. Strategic management : textbook / I.A. Ignatieva. – Kyiv: Caravela, 2019. – 464 p.

Additional

3. Hitt M.A., Ireland R.D., Hoskisson R.E. Strategic Management Cases: Competitiveness and Globalization, South-Western Pub, 2012.

4. Chernukha T.C. The influence of business processes on the achievement of strategic goals of the enterprise. Economy and management of agriculture. 2023. No. 1. P. 124–131. Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/30066>

5. Shevchenko L. S. Strategies of the enterprise in questions and answers: education. manual Kharkiv: National law University named after Yaroslav the Wise, 2020. 199 p. Access mode:

<https://drive.google.com/file/d/1wGSIOP5YAa2skG3Xn6Sxi7DMx1a6hYFk/view>

6. Shevchenko L. S. Enterprise strategies: a study and methodical guide for students of the first (bachelor) level of higher education in the field of knowledge 05 "Social and behavioral sciences" specialty 051 "Economics" specialization "Business Economics". Kharkiv: National law University named after Yaroslav the Wise, 2020. 148 p. Access mode:

https://drive.google.com/file/d/1_GbyEpx0c1YED_5A4sGWzJKbeBAC6je2/view

7. Kozub V.O. Formation and implementation of the international investment strategy of the enterprise: methodical aspect / S. V. Bestuzheva, V. O. Kozub // Economic space: coll. of science works - Dnipro: PDABA, 2020. - No. 151. - Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/23456>

8. Bondarenko L. M. Peculiarities of evaluating the effectiveness of the strategy of companies entering foreign markets / L. M. Bondarenko, V. O. Kozub // Modern realities of financial and economic development of regions, industries, enterprises, business: monograph; under the editorship L. M. Savchuk, L. M. Bandorinoi. – Dnipro: Porogy, 2020. – P. 462–476. - Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/25827>

9. Kozub V. O. Peculiarities of evolutionary development of business models of international companies / V. O. Kozub, L. O. Chernyshova, I. M. Plish // Problems of economics. – 2019. – No. 1 – P. 12-19. - Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/21557>

Information resources

10. Site of personal educational systems of Khnei National University named after S. Kuznetsa. Discipline International business strategies of the enterprise. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=8520>

11. The World Bank Website. – Access mode: http://info.worldbank.org/etools/kam2/KAM_page5.asp.