**UNIVERSITY OF NATIONAL AND WORLD ECONOMY**

Adopted by the Faculty Council Decision of Faculty of Internati
Economics and Politics, protocol № …..

**Approved by:**

**Dean – Assoc. Prof. Svetla Boneva, PhD**

# COURSE SYLLABUS

| | |
|---|---|
| *Course* | ***Theoretical and practical approaches to international management*** |
| *Educational and Scientific Degree* | ***PhD*** |
| *Course Category* | ***Optional (block B)*** |
| *Area of Study* | ***3. Social, Economic and Law Sciences*** |
| *Field of Study* | **3.*8. Economics*** |
| *PhD Programme* | ***World economy and international economic relations*** |
| *Faculty* | ***International Economics and Politics*** |
| *Department* | ***International Economic Relations and Business*** |
| *Academic Hours* | **0** |
| *Extracurricular Academic Hours* | **250 h** |
| *Credits* | **10 ECTS** |
| *Lecturer* | ***Assoc. Prof. Dr. Antoaneta Daneshka*** |

## 1. COURSE DESCRIPTION

The subject of **Theoretical and practical approaches to international management** is an optional discipline from the curriculum of Doctoral students in World Economy and International Economic Relations. It provides an in-depth review of the participants in the system of international business and related contemporary management issues. The aspects of international management have been explored from various perspectives, including international economics, firm theory, strategic management, organizational theory, internationalization theories, theories of the cultural factor, theories of innovation management, futurology, philpsophy, etc. The attention is focused on the international dimensions of managerial functions within the company and in the context of strategic alliances. Thus, the discipline is complemented *by* and related *to* other courses such as Theory of International Economic Relations, International Business and International Project Management.

The subject of **Theoretical and Practical Approaches to International Management** examines the models of corporate governance in the practice of international public companies, as well as strategic decision making in an international context. It reviews the links and interactions between the digitalization of the economy and international management. The discipline includes state regulation of international business. The regional aspects of international management are also studied.

PhD students are expected to further develop their skills for critical assessment of international management research, communicate effectively their ideas in written and oral form, and prepare original studies in international management. At the end of the course PhD students will be able to demonstrate in-depth knowledge by developing a research report that builds on the knowledge gained in the discipline.

The course is taught in Bulgarian and English.

## 2. CONTENT

| № | TOPIC |
|---|---|
| **1.** | Contemporary views on the role of international management in management theory and practice |
| **2.** | International management: key prerequisites and drivers for development. Links and interactions with international business operations. International management in TNCs and SMEs |
| **3.** | International strategic management. Models of international business environment. |
| **4.** | International management and change management. Techniques and tools for effective change management in international management. How to diagnose and react to organizational dynamics? |
| **5.** | Approaches and strategies for entering foreign markets |
| **6.** | International strategic alliances and strategic partnerships. Sectoral characteristics |

| | |
|---|---|
| **7.** | International mergers and acquisitions. Managerial aspects: application of project management in mergers and acquisitions |
| **8.** | Leadership and international management. Leveraging emotions, senses, and motivation in international management |
| **9.** | Managing teams for innovation and success in international business. Theory of cultural differences and teamwork |
| **10.** | Organization, coordination and control in international management. Intra- and inter-firm organizational forms and structures |
| **11.** | Effective communication practices in international management. Intercultural communication |
| **12.** | Global supply chains and international management |
| **13.** | Digitalisation of the economy and international management |
| **14.** | Knowledge and international management. Transforming knowledge into impact, innovation, and outcomes |
| **15.** | Risk management in international management |
| **16.** | Models and instruments for decision making in international management |
| **17.** | Strategic marketing and international management |
| **18.** | Corporate governance in international business |
| **19.** | Interdisciplinary strategic management |
| **20.** | Public-private partnership. Models of interaction of the state with the private sector |
| **21.** | Regulation in international business. Links and dependencies among regulation, international management and innovation |
| **22.** | Regional and country practices of international management |
| **23.** | Finance and accounting for non-financial managers in international business |
| **24.** | Ethical aspects of international management |
| **25.** | Intertwining a career in international management with a happy and meaningful life |

## 3. INDIVIDUAL COURCE PREPARATION

- *The PhD student studies literary sources by selected topic and prepares a bibliography.*
- *The Ph.D student consults the lecturer of the subject, his / her supervisor and other specialists.*
- *The PhD student prepares an individual assignment for one of these topics and presents his / her work on the day of the exam. In preparation, the PhD student chooses one of the following options:*
    - *Exploration of several theoretical paradigms: Discussion and comparative analysis of basic theoretical paradigms from company theory, focusing on significant differences that can be tested with data. Developing a study to test competitive theoretical points of view. Identifying hypotheses, variables, data and methodology.*
    - *Exploration within a theoretical paradigm: Develop a study on a topic that is of interest to the discipline. The research proposal should be based on a theoretical*

*framework of international management. Identifying hypotheses, variables, data and methodology.*

*The development should be 15-20 pages.*

## 4. ASSESSMENT

- *The evaluation is done through points with a maximum of 100.*
- *The rating of the additional bibliography is 0 to 10 points.*
- *The standalone evaluation is from 0 to 20 points.*
- *The exam contains a written and oral part. Written exam consists of writing written answers to 2 questions on the topics mentioned. The oral part of the exam is complementary and serves to refine the assessment. The total exam can bring the doctorate from 0 to 70 points.*
- *The final grade is based on the sum of the points raised from the additional bibliography, the individual assignment and the exam on the following scale: 0 to 49 points - Weak / 2 /; from 50 to 59 points - Average / 3 /; from 60 to 69 points - Good / 4 /; from 70 to 79 points - Very good (5) and from 80 to 100 points - Excellent / 6 /.*

*The final grade is based on a six-point scale, in which the lowest grade for successful completion of the course is Good (4). Converted to the ECTS grading scale, the grades are as follows:*

| *Excellent /6/* | *Very Good /5/* | *Good /4/* | *Average /3/* | | *Poor /2/* | |
|---|---|---|---|---|---|---|
| ***A*** | ***B*** | ***C*** | ***D*** | ***E*** | ***FX*** | ***F*** |
| *The corresponding number of ECTS credit points is being allocated (10 credits are awarded)* | | | *No ECTS credit points are being allocated* | | | |

*The exam shall be held in offline mode for the full-time PhD students, unless stated otherwise in a Rector's order. For the part-time PhD students and for those taking independent study courses the exam can be held in online mode.*

## 5. DOCTORAL ACTIVITIES

| Type of classes/employment | Lectures | Extracurricular Activity | Total |
|---|---|---|---|
| 1. Individual consultations, tutorials | 0 | 50 | **50** |
| 2. Study of specialized literature | 0 | 50 | **50** |
| 3. Preparation of individual assignment | 0 | 50 | **50** |
| 4. Individual study/preparation for exam | 0 | 100 | **100** |
| 5. Others forms: | 0 | 0 | **0** |
| 6. …….. | | | |
| **Total** | 0 | 250 | **250** |

## 6. LITERATURE

## A. BASIC

1. Boeva B. (2014) Management in the conditions of internationalization and globalization. IC – UNWE
2. Boeva, B., & Vasileva A., ( 2009 ) Public-private partnership: economics, management, perspectives, Institute of Economics, Sofia,
3. Boneva, S., (2019) Communication Management in International Projects, Publishing Complex - UNWE, Sofia
4. Vasileva, A. (2011) International Business, Economics, UNWE,
5. Daneshka, A., (2015) Culture and International Business, Publishing Complex - UNWE, Sofia
6. Lozanov O. (2015) Business Abroad, Methods and Forms in the Practice of the Modern Company, Avangard Prima, Avangard Prima, Sofia
7. Mollov, D., (2017) Global Supply Chains - Concepts and Strategies, second revised and supplemented edition, Publishing Complex - UNWE, Sofia
8. Stoychev. I., International Strategic Management, Publishing Complex - UNWE, Sofia, 2014
9. Tsanov, T., (2006) International mergers and acquisitions in Bulgaria, managerial and economic aspects http://ips.bg/Uploads/ResearchPapers/Research%20Papers_vol1_2006_No8_Tsv%20Tsanov.pdf
10. Bartlett, C.A., & Beamish, P.W. (2018). *Transnational management: Text and Cases in Cross-Border Management.* 8th Edition. New York: McGraw Hill Irwin.
11. Cullen, J.B., & Parboteeah, K.P. (2017) *Multinational Management: A Strategic Approach*. 7th Edition. Cengage Learning.
12. Deresky, H. (2022). *International Management: Managing Across Borders and Cultures*. 10th Edition. Boston: Pearson.
13. Luthans, F., & Doh, J.P. (2024). *International Management: Culture, Strategy, and Behavior*. 12th Edition. New York: McGraw-Hill.
14. Mead, A. (2009). *International Management.* 4th Edition. Blackwell and Wiley.
15. Steers, R.M., Osland, J.S., & Szkularek, B. (2023). *Management across Cultures: Challenges, Strategies, and Skills*. 5th Edition. Cambridge University Press.
16. De Wit., B. (2020). *Strategy: An International Perspective*. 7th Edition. Cengage Learning.
17. Jain, V.K. (2016). *Global Strategy: Competing in the Connected Economy*. 1st Edition. New York: Routledge.
18. Jansson, H. (2020). *International Business Strategy in Complex Markets*. 2nd Edition. Edward Elgar Publishing.
19. Johnson, W.H.A. (2020). *Managing Global Strategy*. 1st Edition. Routledge.

20. Lasserre, P., & Monteiro, F. (2022). *Global strategic management*. 5th Edition. Bloomsbury Academic.

21. Panibratov, A. (2017). *International Strategy of Emerging Market Firms: Absorbing Global Knowledge and Building Competitive Advantage*. New York: Routledge, 2017.

22. Peng, M.W. (2021). *Global Strategy*. 5th Edition. Cengage Learning,

23. Richter, N.F., Strandskov, J., Hauff, S., &Taras, V. (2022). *International Business Strategy and Cross-Cultural Management: An Applied Approach*. Edward Elgar Publishing.

24. Saloman, R. (2016). *Global Vision: How Companies Can Overcome the Pitfalls of Globalization*. Springer.

25. Verbeke, A., & Lee, I.H.A. (2021). *International Business Strategy: Rethinking the Foundations of Global Corporate Success*. 3rd Edition. Cambridge University Press.

## B. ADDITIONAL

1. Mollov, D., (2016) Sustainable Supply Chain Management, Economic Thought Journal, issue 5. III. BAS, Sofia

2. Petrov, M., et al., (2014) Innovations in International Business. Textbook for Distance Learning, Publishing Complex - UNWE, Sofia

3. Graessler, S., Guenter, H., de Jong, S.B. & Henning, K. (2024) Organizational change towards the circular economy: a systematic review of the literature. *International Journal of Management Reviews*, 1–24. https://doi.org/10.1111/ijmr.12367

4. Cheung, Mee-Shew (2024). The impact of de-globalization on global supply chains – an exploratory study. The 2024 Association of Marketing Theory and Practice Proceedings, 33. https://digitalcommons.georgiasouthern.edu/amtp-proceedings_2024/33

5.Yan T and Hyman MR. 2024. The principal–agent problem and its mitigation: a critical historical analysis. Journal of Management History, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/ JMH-07-2

6.Lawton, Thomas C. & De Villa, Maria Andrea & Santamaria-Alvarez, Sandra Milena, 2024. "Making Sense of Socio-Political Risks in International Business: A Configurational Approach to Embracing Complexity," Journal of International Management, Elsevier, vol. 30(2).

7.Fan, Di & Su, Yiyi & Peng, Mike W., 2024. "A configurational approach to political risks and institutional logics," Journal of International Management, Elsevier, vol. 30(2).

8.Hasija, Dinesh & Brown, Lee Warren, 2024. "Political lobbying by foreign firms: A new firm-level data set," Journal of International Management, Elsevier, vol. 30(2).

9.Purkayastha, Anish & Karna, Amit & Sharma, Sunil & Bhadra, Dhiman, 2024. "Role of resource investment management and strategic resource deployment capabilities in

internationalization-performance relationship," Journal of International Management, Elsevier, vol. 30(2).

10.Gyensare, Michael Asiedu & Miri, Domnan & Zahoor, Nadia & Alajaty, Mahmoud, 2024. "Aspiring to go abroad: How and when international entrepreneurial aspiration fuel emerging markets entrepreneurial ventures' internationalisation speed," Journal of International Management, Elsevier, vol. 30(2).

11.Shaheer, Noman & Chen, Yu & Kim, Hoik & Li, Sali, 2024. "Disguise or disclose? How identities of individual entrepreneurs on digital platforms influence their international success," Journal of International Management, Elsevier, vol. 30(2).

12.Sommeno, Tigist Woldetsadik & Mersland, Roy & Randøy, Trond, 2024. "The impact of liability of foreignness on performance in hybrid organizations," Journal of International Management, Elsevier, vol. 30(2).

13.Lee, Jeoung Yul & Kim, Sunghoon & Noh, Shinwon & Jang, Seung Hoon & Lee, Sang Youn, 2024. "Paradoxical organizational culture, authoritarian leadership, and international firm performance: evidence from international firms in China," Journal of International Management, Elsevier, vol. 30(1).

14.Aguilera, R. V., Marano, V., & Haxhi, I. (2019). International corporate governance: A review and opportunities for future research. *Journal of International Business Studies, 50,* 457–498.

15.Bahl, M., Lahiri, S., & Mukherjee, D. (2021). Managing internationalization and innovation tradeoffs in entrepreneurial firms: Evidence from transition economies. *Journal of World Business, 56*(1), 101150.

16.Banalieva, E. R., Eddleston, K. A., Jiang, J. R., & Santoro, M. D. (2022). Raising or folding the bet? Institutional dynamics, family involvement, and the mixed gamble of internationalization. *Thunderbird International Business Review, 64*(4), 301–315.

17.Bu, J., Tang, Y., Luo, Y., & Li, C. (2022). Learning from inbound foreign acquisitions for outbound expansion by emerging market MNEs. *Journal of International Business Studies*, 1–35.

18.Buckley, P. J., Driffield, N., & Kim, J. Y. (2022). The role of outward FDI in creating Korean global factories. *Management International Review, 62*(1), 27–52.

19.Benito, G. R. (2023). De-internationalization: The other side of internationalization. In *Oxford Research Encyclopedia of Business and Management*. https://doi.org/10.1093/acrefore/9780190224851.013.395.

20.Ghauri, P., Strange, R., & Cooke, F. L. (2021). Research on international business: The new realities. *International Business Review, 30*(2), 101794.

*The course syllabus is approved by the Department Council of „International Economic Relationships and Business" on May 14th 2024 (Record № ……).*

| | |
|---|---|
| *Lecturer* | *Assoc. Prof. Antoaneta Daneshka, PhD*<br>*Prof. Bistra Boeva, D.Sc.*<br>*Assoc.prof. Ivan Stoychev, PhD* |
| *Head of Department* | *Assoc. Prof. Vasil Petkov, PhD* |