

## Subject card

|                                             |                                                                                                                                                                                                                                                                          |                                                          |                                                          |                                     |                   |            |     |
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| Subject name and code                       | International Management, PG_00119660                                                                                                                                                                                                                                    |                                                          |                                                          |                                     |                   |            |     |
| Field of study                              | Economics                                                                                                                                                                                                                                                                |                                                          |                                                          |                                     |                   |            |     |
| Date of commencement of studies             | October 2023                                                                                                                                                                                                                                                             |                                                          | Academic year of realisation of subject                  |                                     | 2024/2025         |            |     |
| Education level                             | Master's studies                                                                                                                                                                                                                                                         |                                                          | Subject group                                            |                                     |                   |            |     |
| Mode of study                               | full-time studies                                                                                                                                                                                                                                                        |                                                          | Mode of delivery                                         |                                     | at the university |            |     |
| Year of study                               | 2                                                                                                                                                                                                                                                                        |                                                          | Language of instruction                                  |                                     | Polish            |            |     |
| Semester of study                           | 4                                                                                                                                                                                                                                                                        |                                                          | ECTS credits                                             |                                     | 3.0               |            |     |
| Learning profile                            | academic                                                                                                                                                                                                                                                                 |                                                          | Assessment form                                          |                                     | exam              |            |     |
| Conducting unit                             |                                                                                                                                                                                                                                                                          |                                                          |                                                          |                                     |                   |            |     |
| Name and surname of lecturer (lecturers)    | Subject supervisor                                                                                                                                                                                                                                                       |                                                          | dr hab. Joanna Kuczevska                                 |                                     |                   |            |     |
|                                             | Teachers                                                                                                                                                                                                                                                                 |                                                          | dr hab. Joanna Kuczevska<br><br>dr inż. Tomasz Laskowicz |                                     |                   |            |     |
| Lesson types                                | Lesson type                                                                                                                                                                                                                                                              | Lecture                                                  | Tutorial                                                 | Laboratory                          | Project           | Seminar    | SUM |
|                                             | Number of study hours                                                                                                                                                                                                                                                    | 15.0                                                     | 0.0                                                      | 0.0                                 | 0.0               | 0.0        | 15  |
|                                             | E-learning hours included: 0.0                                                                                                                                                                                                                                           |                                                          |                                                          |                                     |                   |            |     |
| Learning activity and number of study hours | Learning activity                                                                                                                                                                                                                                                        | Participation in didactic classes included in study plan |                                                          | Participation in consultation hours |                   | Self-study | SUM |
|                                             | Number of study hours                                                                                                                                                                                                                                                    | 15                                                       |                                                          | 0.0                                 |                   | 0.0        | 15  |
| Subject objectives                          | Acquisition of knowledge in the field of international business management; ability to apply theoretical knowledge to real case studies of global corporations; understanding of fundamental concepts, mechanisms, and methods used in the strategic management process. |                                                          |                                                          |                                     |                   |            |     |

| Learning outcomes | Course outcome                                                                                                                                                                                                                                                                                                                       | Subject outcome                                                                                                                                                                                                                                                                                                                                                                              | Method of verification                                                                                                                            |
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|                   | [EKONMU2_K06] is ready to observe and develop in his/her professional life principles of business ethics and corporate social responsibility, respect others, be loyal to their employer, taking into account changing social needs                                                                                                  | The student is prepared to adhere to and promote the principles of business ethics and social responsibility in an international environment, respects cultural diversity, and is loyal to their employer, while also taking into account the evolving social needs and challenges of the global market                                                                                      | [SK1] oral statement/conversation/discussion<br>[SK5] implementation of a problem task<br>[SK8] observation of student's independent or team work |
|                   | [EKONMU2_U07] can independently propose solutions to complex economic or social problems, select methods of analysis and conduct conclusive procedures in this respect                                                                                                                                                               | The student is able to independently propose solutions to complex economic and social problems related to international management, including selecting appropriate analytical methods in the context of enterprise internationalization and global competitiveness                                                                                                                          | [SU1] oral statement/conversation/discussion<br>[SU5] implementation of a problem task                                                            |
|                   | [EKONMU2_W08] has an in-depth knowledge of processes occurring in enterprises and economic organisations and with related areas, as well as of processes of change in public institutions; knows methods of research on the regularities governing these changes, taking into account the influence of external stakeholders on them | The student possesses in-depth knowledge of processes occurring in global enterprises. They understand the change processes taking place within these entities as well as the methods for examining the regularities governing these changes                                                                                                                                                 | [SW2] presentation/project/paper/report<br>[SW5] implementation of a problem task                                                                 |
|                   | [EKONMU2_U14] can appropriately identify priorities and plan and organise tasks related to their implementation, as well as monitor and assess progress                                                                                                                                                                              | The student is able to effectively set priorities, plan, and organize tasks related to managing international projects and business processes, as well as monitor and evaluate their progress in a dynamic, multicultural environment                                                                                                                                                        | [SU1] oral statement/conversation/discussion<br>[SU5] implementation of a problem task<br>[SU8] observation of student's independent or team work |
|                   | [EKONMU2_K05] correctly identifies, diagnoses and solves dilemmas and alternative solutions related to the profession                                                                                                                                                                                                                | The student correctly identifies, diagnoses, and resolves dilemmas and various solution options related to professional practice in the field of international management, taking into account the specifics of a multicultural and global business environment. The student organizes the preparation of projects, which are discussed and approved during consultations with the lecturer. | [SK1] oral statement/conversation/discussion<br>[SK5] implementation of a problem task<br>[SK8] observation of student's independent or team work |
|                   | [EKONMU2_U02] can use acquired knowledge to describe and analyse the causes and course of economic and social processes and phenomena, and can formulate his/her own opinions and critically select data and analysis methods based on the achievements of economic and social sciences                                              | The student is able to use their knowledge to describe and analyze the causes and course of economic and social processes in an international context, formulate their own opinions, and critically select data and methods of analysis, taking into account the achievements of economic sciences and intercultural management                                                              | [SU1] oral statement/conversation/discussion<br>[SU5] implementation of a problem task                                                            |
|                   | [EKONMU2_K02] is aware of the level of his/her knowledge in the field of economics; understands the need to extend and update this knowledge throughout his/her life                                                                                                                                                                 | The student is aware of their level of knowledge in the field of economics, understands the need for continuous deepening of this knowledge, and is open to new ideas and methods, as well as actively engages in the learning process and collaborates with other participants in the educational process                                                                                   | [SK5] implementation of a problem task<br>[SK8] observation of student's independent or team work                                                 |

|  | Course outcome                                                                                                                                                                                                                                                                                                                              | Subject outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Method of verification                                                                                                                                                                       |
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|  | [EKONMU2_U15] can independently expand and improve acquired knowledge and skills in economics; is open to new ideas and techniques; tends to learn using any accessible method and to interact with other participants of the learning process                                                                                              | The student is able to independently supplement and improve economic knowledge and skills related to international management, is open to new ideas and techniques used in global business, shows a willingness to learn through various methods, and actively collaborates and communicates with other participants in the learning process, utilizing acquired competencies to analyze and solve problems related to the internationalization of enterprises and global competitiveness | [SU1] oral statement/conversation/discussion<br>[SU2] presentation/project/paper/report                                                                                                      |
|  | [EKONMU2_K04] is ready to think and act in an entrepreneurial manner; adapts to new situations and conditions; undertakes challenges of creative thinking; acquires resilience to failures; can assess risks and threats and find ways of counteracting their effects                                                                       | The student is ready to think and act in an entrepreneurial manner in the international business environment; is able to adapt flexibly to new situations and conditions, takes on the challenges of creative thinking, develops resilience to failure, and is capable of assessing risks and threats related to global operations, as well as effectively counteracting their negative effects                                                                                           | [SK1] oral statement/conversation/discussion<br>[SK2] presentation/project/paper/report<br>[SK5] implementation of a problem task<br>[SK8] observation of student's independent or team work |
|  | [EKONMU2_U10] has an advanced ability to prepare specialist oral presentations on economic and social issues, using specialist theoretical approaches, the principles of collecting various sources of data, their description and interpretation, and drawing conclusions based on scientific literature; can prepare and conduct a debate | The student has an advanced ability to prepare and present a business project in the form of oral presentations.                                                                                                                                                                                                                                                                                                                                                                          | [SU1] oral statement/conversation/discussion<br>[SU2] presentation/project/paper/report                                                                                                      |
|  | [EKONMU2_U08] can independently analyse economic and social phenomena and processes, and can perform a theoretically deepened assessment of such phenomena, using appropriately selected research method                                                                                                                                    | The student is able to independently analyze economic and social phenomena and processes in an international context and has the ability to conduct an in-depth theoretical assessment of these phenomena using appropriately selected research methods suited to the specifics of global management                                                                                                                                                                                      | [SU1] oral statement/conversation/discussion<br>[SU5] implementation of a problem task                                                                                                       |
|  | [EKONMU2_W03] has an in-depth knowledge of relations between economic phenomena, entities and organisations as well as public institutions functioning in the national, international and intercultural spheres                                                                                                                             | The student possesses in-depth knowledge about the relationships between economic entities and organizations operating in the international and intercultural sphere, with particular emphasis on the processes of internationalization, globalization, and management mechanisms in international business                                                                                                                                                                               | [SW1] oral statement/conversation/discussion<br>[SW5] implementation of a problem task                                                                                                       |
|  | [EKONMU2_W02] has an in-depth knowledge of various types of existing economic entities and organisations as well as an extended knowledge of public institutions                                                                                                                                                                            | The student possesses in-depth knowledge about existing economic entities and organizations operating in the international sphere                                                                                                                                                                                                                                                                                                                                                         | [SW5] implementation of a problem task                                                                                                                                                       |
|  | [EKONMU2_W04] knows statistical and econometric methods and tools for description and macro- and microeconomic modelling of economic structures and public institutions and processes occurring in them                                                                                                                                     | The student is familiar with various types of economic ties connecting enterprises in an international context                                                                                                                                                                                                                                                                                                                                                                            | [SW5] implementation of a problem task                                                                                                                                                       |

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|                                 | Course outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Subject outcome                                                                                                                                                                                                                                                                                                                                                                                                      | Method of verification                                                                            |
|                                 | [EKONMU2_U01] can creatively interpret and explain economic and social phenomena and relations between them, using acquired knowledge of economics, finance and management sciences                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | The student is able to creatively interpret and explain economic and social phenomena occurring in an international context, as well as the relationships between them, using knowledge from economics, finance, and management. The student can also analyze the mechanisms of internationalization and globalization of enterprises and the influence of stakeholders from different cultures and economic systems | [SU5] implementation of a problem task<br>[SU8] observation of student's independent or team work |
| Subject contents                | <p>1. Issues of Strategy in Global and Transnational Business</p> <p>The emergence of global corporations. Key terms in international business, changes in behavior in international business, globalization areas, factors, effects, fundamental issues in managing a global organization.</p> <p>2. Internationalization and Globalization of Enterprises Motives and Forms of Internationalization</p> <p>Motives for internationalization and globalization of enterprises market-driven, cost-related, supply-related, political; forms of internationalization indirect and direct export, licensing, franchising, leasing, turnkey investments, joint ventures, transnational mergers, direct investments.</p> <p>3. Strategic Alliances as a Form of Adapting to Global Competition Requirements</p> <p>Definition of strategic alliances, typology of alliances: competitive, pre-competitive, pro-competitive, non-competitive alliances; benefits and risks of strategic alliances.</p> <p>4. Global Organizational Structure</p> <p>Early and mature organizational structures of transnational corporations advantages and disadvantages of various types of organizational structures.</p> <p>5. Global Strategy</p> <p>Formulating a transnational strategy; schools of thought: competitive positioning and core competencies; Porters generic strategy model; strategic motives in an integrated area vertical and horizontal integration.</p> <p>6. Global Marketing</p> <p>The role of marketing in global strategy, global marketing strategies, strategy of global segmentation and market positioning, global management of marketing mix elements.</p> <p>7. Negotiating Global Transactions</p> <p>Principles of preparing global negotiations location, timing, scope, and phases of global negotiations; negotiation styles; cultural differences and their impact on global negotiations</p> |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                   |
| Prerequisites and co-requisites | Basic knowledge of microeconomics (particularly the theory of the firm, production decisions, market structures)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                   |
| Assessment methods and criteria | Subject passing criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Passing threshold                                                                                                                                                                                                                                                                                                                                                                                                    | Percentage of the final grade                                                                     |
|                                 | written exam                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 51.0%                                                                                                                                                                                                                                                                                                                                                                                                                | 100.0%                                                                                            |
| Recommended reading             | Basic literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | A. Rugman , S. Collinson , International Business, 8th edition, Pearson 2019<br>L. Doz Yves , G. Hamel, Alianse strategiczne przedsiębiorstw, Helion, 2006;<br>J. Kuczevska, Benchmarking jako metoda diagnozy konkurencyjności przedsiębiorstw w klastrach, Wydawnictwo UG, 2020                                                                                                                                    |                                                                                                   |

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|                                                                | Supplementary literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Cygler , Alianse strategiczne, Difin, Warszawa 2002<br>Stonehouse G., Hamill J., Campbell D., T. Purdie, Global and Transnational Business: Strategy and Management, 2nd Edition, Wiley, 2012<br>T. Puride , Globalizacja. Strategia i zarządzanie, FELBERG SJA, Warszawa 2001;<br>M. E. Porter, Strategia konkurencji. Metody analizy sektorów i konkurentów, PWE, 2010;<br>M. E. Porter, Porter o konkurencji, PWE, Warszawa 2001 |
|                                                                | eResources addresses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Example issues/<br>example questions/<br>tasks being completed | <p>Written exam: preparation of individual research projects including case studies of selected transnational corporations. Students are expected to independently identify and analyze selected elements of international management (as covered during lectures) within global corporations.</p> <p>The substantive content of the projects includes the following components:</p> <p>History and characteristics of the corporation 2 points</p> <p>Entry strategies into foreign markets 4 points</p> <p>Strategic alliances 8 points</p> <p>Organizational structures 4 points</p> <p>Global strategy 6 points</p> <p>Global marketing 4 points</p> <p>Each component of the project will be evaluated based on its substantive quality, and points will be awarded accordingly maximum total: 24 points</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Work placement                                                 | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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