

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
WEST UKRAINIAN NATIONAL UNIVERSITY  
B.D. HAVRYLYSHYN EDUCATION AND RESEARCH INSTITUTE OF  
INTERNATIONAL RELATIONS**



**APPROVED**  
**Acting Director of BHERIIR**  
*[Signature]* Lyudmyla  
**HAVRYLYUK-YENSEN**

“ 1 ” *[Signature]* 2024



**APPROVED**  
**Vice-Rector for Academic Affairs  
and Research**  
*[Signature]* Viktor  
**OSTROVERKHOV**

“ 1 ” *[Signature]* 2024



**APPROVED**  
**Director of ERIAET**  
*[Signature]* Sviatoslav PYTEL

“ 1 ” *[Signature]* 2024 p.

**WORKING PROGRAM**  
of the course  
**«INTERNATIONAL MANAGEMENT»**

Degree of higher education - Master  
Field of Knowledge - 05 Social and Behavioral Sciences  
Specialty – 051 Economics  
Educational and Professional Program - «International Economics»

**Department of International Economics**

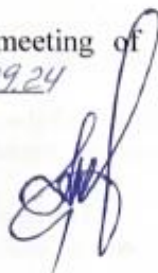
Form of Study	Year	Semester	Lectures	Seminars	ISW	Training	Student's Self-Work	Total	Exam (semester)
Full Time	I	2	32	14	5	6	93	150	II
Part time	I	2	4	2	-	-	144	150	III

Ternopil – 2024

The working program was developed by the Doctor of Economic Sciences, Professor Vitalina Kuryliak, Candidate of Economic Science, Associate Professor Olena Karas.

The program was approved at the meeting of the Department of International Economics by Protocol № 5 from 30.09.24

Head of Department  
Dr. of Econ. Sciences, Prof.



Iryna ZVARYCH

The program is considered and approved by the support group of specialty 051 "Economics"  
Protocol № 3 from 30/09/24

Head of the support group of specialty  
Doctor of Economic Science, Prof.



Viktor KOZIUK

Guarantor  
Doctor of Economic Sciences, Prof.



Mariia LYSUN

**STRUCTURE OF THE WORKING PROGRAM FOR THE COURSE**  
**«International Management»**  
**1. Description of the course «International Management»**

<b>Course – International Management</b>	<b>Field of Knowledge, Speciality, Degree of Higher Education</b>	<b>Description of the course</b>
Number of credits: ECTS – 5	Field of Knowledge: 05 “Social and Behavioral Sciences”	Elective course of the professional training cycle  Language of Study: English
Number of credit modules – 5	Speciality: 051 “Economics»	Year of study: <i>Full-time study – 1</i> <i>Part-time study - 1</i> Semester: <i>Full-time study – 2</i> <i>Part-time study - 2</i>
Number of content modules – 2	Degree of higher education – Master	Lectures: <i>Full-time study- 32 hrs.</i> <i>Part-time study – 8 hrs.</i> Seminars:. <i>Full-time study – 14 hrs.</i> <i>Part-time study – 4 hrs.</i>
Total number of hours – 150 hrs.		Student’s Self-Work: <i>Full-time study – 93 hrs.</i> <i>Part-time study – 138 hrs.</i> Training: <i>Full-time study – 6 hrs.</i> <i>Part-time study – -</i> Individual work: <i>Full-time study – 5 hrs.</i> <i>Part-time study – -.</i>
Hours per week – 10 hrs., incl. in-class – 46 hrs.		Form of final control – exam

## **2. The goal and objectives of the course "International Management"**

### **2.1. The goal of the course**

The goal of the discipline is to help students develop a system of theoretical knowledge and practical competencies for realization of basic management functions of international corporations - planning, organization, communication, motivation, leadership, and control.

### **2.2. The tasks of the course**

- to help students develop a holistic view of international management as a management system of an international enterprise, its features, functions and structure;
- to learn to take into account the peculiarities of implementing the main functions of management in the practice of managing international corporations in a multinational environment;
- to master the principles and methods of forming the systems of international management at economic organizations (enterprises) of various forms of ownership and organizational and legal forms;
- to teach students to generate and implement into practice the ideas of rational management of the development of economic entities of Ukraine in the context of economic globalization;

### **2.3. As a result of studying the discipline "International Management", the student must know:**

- theoretical foundations of international management related to the processes of globalization and internationalization, the development of various forms of international business, the formation of national and regional schools of management in different countries, as well as the peculiarities of management in international companies with the participation of Ukrainian enterprises;
- peculiarities of cultural influence on the organization, i.e. cultural differences and how these differences systematically affect the organization; how employees can identify cultural differences within their work environment;
- ways of solving intercultural problems and organizational development;
- the dynamics of intercultural teams, the basics of motivation, leadership and decision-making based on an international perspective;
- a generalized international approach to conflict management and negotiations; mastering the problems of human resource management that arise in the management of an international career.

### **be able:**

- independently identify problems of an economic nature when analyzing specific situations and propose ways to solve them; generation of innovative strategic decisions regarding the selection of the most effective forms and methods of management in an intercultural environment;
- to work in a team; develop skills of interpersonal interaction, the ability to motivate people and move towards a common goal;
- to analyze the environment of the international corporation that carries out international business operations, formulate the mission, determine the key tasks of the international corporation;
- to develop a business development strategy of an international company taking into account the priorities and characteristics of countries, analyze the existing and choose an effective management style depending on the level of management of an international corporation, as well as adapt the existing tools of international management to the activities of Ukrainian enterprises.

### **3. PROGRAM OF THE COURSE “INTERNATIONAL MANAGEMENT”**

#### ***Content module 1. Theoretical principles of International Management***

##### **Topic 1. The essence and characteristic features of international management**

The concept of internationalization, international enterprise. The notion and conceptual foundations of international management. International management in terms of business economics.

Theories of internationalization: theories of foreign trade; A. Smith's theory of absolute cost advantages; Ricardo's theory of comparative advantage; Heckscher-Ohlin theory of factor proportions; Leontief's paradox.

Theories of foreign direct investment: Vernon's life cycle theory; theory of international management, focused on the transfer of resources; Aharoni's behaviorist theory of internationalization; Johansson / Vahlne theory of internationalization; Porter's diamond theory; location theory; Hymer's and Kindleberger's theory of monopolistic advantages; Buckley / Casson's theory of internationalization; eclectic theory of international production Dunning.

Theories of TNCs: the theory of international management focuses on the transfer of resources Feuerwaser (multinational dimension); Porter's theory of global competition; resource-oriented theory of TNCs; Kohut's theory of operational flexibility; postmodern theory of international management.

Literature: [1-18].

##### **Topic 2. The environment of international management**

Components of the international management environment. Management of public affairs at a foreign subsidiary. Characteristics, goals and opportunities for the influence of stakeholders in the host country. Management tools for public affairs at foreign subsidiaries.

Management of public affairs in multinational corporations. Characteristics, goals and opportunities for the influence of international stakeholders. Management tools for public affairs in TNCs. Typical alternatives to the organization. Characteristic features of transnational management of public affairs.

Literature: [1-18].

##### **Topic 3. Cultural context of international management**

The concept of culture and its main characteristics. The influence of culture on international management. Modern dimensions of business culture in international management. Concepts of G. Hofstede, F. Trompenaars, S. Schwartz. Main cultural clusters. The concept of organizational (corporate) culture. The main types of organizational cultures of international corporations: family model, Eiffel Tower model, model of a missile with automatic guidance, model of an incubator. Development of culture of international corporations.

Features of Ukrainian national culture in the system of international management. Cultural context of transnational corporations (TNCs) in Ukraine. Features of activity of Ukrainian managers and specialists abroad.

Literature: [1-18].

#### ***Content module 2. Functions and connecting processes of international management***

##### **Topic 4. Strategic planning in international corporations**

Internationalization strategies. Choice of market or location: list check method, item valuation method, sequential valuation method, portfolio method.

Choice of form of internationalization: forms of market research, forms of ownership, forms of market entry, choice of time of market entry.

Strategic management in TNCs. Typical strategic alternatives to TNCs.

Characteristic features of transnational strategy.

Literature: [1-18].

### **Topic 5. Decision making in international corporations**

Theoretical principles of management decision making. Centralization and decentralization of decision-making in international corporations. Stages of the management decision-making process in the system of international management. Features of management decisions in conditions of uncertainty and risk. The influence of culture of different countries on management decisions.

Features of management decisions in European countries. American decision-making culture. The system of decision-making by consensus in Japanese corporations.  
Literature: [1-18].

### **Topic 6. Organizational development of international corporations**

Organizational form of relations between parent and subsidiary organizations. Structural tools of the organization: differentiated structures and integrated structures. Procedural tools of the organization. Organization in TNCs. Ideal-typical organizational models. Characteristics of an integrated network.

Literature: [1-18].

### **Topic 7. Human resources management**

Personnel management at a foreign subsidiary. Motivation, management and development of the host country's employees. Involvement of employees of the parent organization in the branch. Personnel management in TNCs. Typical alternatives to the organization of personnel management in international companies.

International personnel management; multinational personnel management; global personnel management; transnational personnel management. Characteristic features of transnational personnel management. International staff development. International career development.

Literature: [1-18].

#### 4. Credit structure of the course “International Management”

*Full-time study*

	Number of hours					
	Lectures	Seminars	Student's self-work	Individual work	Training	Control measures
<i>Content module 1. Theoretical principles of International Management</i>						
Topic 1. The essence and characteristic features of international management	6	2	13	3	3	Questioning
Topic 2. The environment of international management	4	2	13			Questioning
Topic 3. Cultural context of international management	6	2	15			Questioning
<i>Content module 2. Functions and connecting processes of international management</i>						
Topic 4. Strategic planning in international corporations	4	2	13	2	3	Questioning
Topic 5. Decision making in international corporations	4	2	13			Questioning
Topic 6. Organizational development of international corporations	4	2	13			Questioning
Topic 7. Human resources management	4	2	13			Questioning
<b>Total</b>	<b>32</b>	<b>14</b>	<b>93</b>	<b>5</b>	<b>6</b>	

	Number of hours					
	Lectures	Seminars	Student's self-work	Individual work	Training	Control measures
<i>Content module 1. Theoretical principles of International Management</i>						
Topic 1. The essence and characteristic features of international management	6	2	13	3	3	Questioning
Topic 2. The environment of international management	4	2	13			Questioning
Topic 3. Cultural context of international management	6	2	15			Questioning
<i>Content module 2. Functions and connecting processes of international management</i>						
Topic 4. Strategic planning in international corporations	4	2	13	2	3	Questioning
Topic 5. Decision making in international corporations	4	2	13			Questioning
Topic 6. Organizational development of international corporations	4	2	13			Questioning
Topic 7. Human resources management	4	2	13			Questioning
<b>Total</b>	<b>8</b>	<b>4</b>	<b>138</b>	-	-	



## **5. Topics of seminars.**

### **Topic 1. The essence and characteristic features of international management**

**Goal:** to consolidate theoretical information on the main categories in the theory of international management in accordance with the essence of internationalization of business and the views of modern world and domestic scientists.

**Questions for discussion:**

1. Internationalization and international management.
2. Conceptual and conceptual foundations of international management.
3. Theories of internationalization.
4. Theories of foreign direct investment.
5. Theories of TNCs.

Literature: [1-18].

### **Topic 2. The environment of international management**

**Goal:** to consolidate theoretical information on the essence of the components of the international management environment and the factors that identify the economic environment of international management of Ukraine.

**Questions for discussion:**

1. Components of the environment of international management.
2. Management of public affairs at a foreign subsidiary.
3. Characteristics, goals and opportunities for the influence of stakeholders in the host country.
4. Management tools for public affairs at foreign subsidiaries.
5. Management of public affairs in multinational corporations. Characteristics, goals and opportunities for the influence of international stakeholders.

Literature: [1-18]

### **Topic 3. Cultural context of international management**

**Goal:** to get acquainted with the types of organizational cultures in international corporations.

**Questions for discussion:**

1. Modern dimensions of business culture in international management.
2. The main types of organizational cultures of international corporations.
3. Development of culture of international corporations.
4. Cultural context of transnational corporations (TNCs) in Ukraine.

Literature: [1-18].

### **Topic 4. Strategic planning in international corporations**

**Goal:** to help students acquire theoretical knowledge about the main types of international strategies and stages of their development and implementation in international corporations.

**Questions for discussion:**

1. Strategies of internationalization. Choice of market or location.
2. Choosing a form of internationalization. Forms of market research. Portfolio resource transfer (licensing; franchising). Type of ownership.
3. Forms of market entry. Choice of time to enter the market.
4. Strategic management in TNCs. Typical strategic alternatives to TNCs.

Literature: [1-18].

### **Topic 5. Decision making in international corporations**

**Goal:** to help students master theoretical information about the nature and features of decision-making in international corporations, the role and place of decision-making in the system of international management

**Questions for discussion:**

1. The essence and features of decision-making in international corporations
2. The influence of national cultures on management decisions
3. Key areas of decision-making in international corporations
4. Political risk management.

Literature: [1-18].

### **Topic 6. Organizational development of international corporations**

**Goal:** students gain theoretical knowledge and skills about structural organization.

**Questions for discussion:**

1. Organizational form of relations between parent and subsidiary organizations. Structural tools of the organization. Procedural tools of the organization.
2. Organization in TNCs: coordinated federation; decentralized federation; centralized structure of the node; integrated network.
3. Characteristics of the integrated network.

Literature: [1-18].

### **Topic 7. Human resources management**

**Goal:** to study the human resources management system in multinational corporations.

**Questions for discussion:**

1. Personnel management at a foreign subsidiary.
2. Motivation, management and development of the host country.
3. Involvement of employees of the parent organization in the branch.
4. Personnel management in TNCs.
5. Characteristic features of personnel management.

Literature: [1-18].

## **6. Training**

The purpose of completing training is for students to acquire the skills of independent work with literature, the ability to analyze real situations, formulate their personal opinion and justify their own proposals and recommendations. The implementation of a training requires successful assimilation of the content of the "International Management" discipline. To perform a complex practical individual task, it is necessary to propose a reasoned solution to the problem and draw conclusions about the obtained results.

### **Report-report on the country**

Let's say you work as a middle manager of a company. Your top management is looking for opportunities for the internationalization of the company's business activities in the market of one of the countries of Eastern Europe and is currently considering the market of Ukraine. Prepare a report with an analysis of the country's political, economic, legal, cultural, monetary and trade environment that can help your management make a final decision.

Your company should enter this market, and if so, what method of foreign market entry should it choose.

### **Writing your project should solve four tasks:**

1. Choose a real company that works in your country and carries out export activities. You can choose a company you know or a company you would like to work for. Describe this company, its product and its international activities (1-2 pages).
2. Perform an analysis of the political, economic, and legal environment of Ukraine from the point of view of your company and taking into account the features of the product you have chosen.
3. Perform an analysis of the cultural, trade and monetary environment of Ukraine from the point of view of your company and taking into account the features of the product you have chosen.
4. Prepare an analytical report outlining the challenges and opportunities of doing business in Ukraine and providing appropriate guidelines for successful international businesses in the country based on your research.

### **A possible plan that includes the main topics of your report:**

1. Introduction.
2. Description of the selected company and product.
3. Political environment (political system, political parties, political risk).
4. Legal environment (legal system, legal issues in international business, legal risk).
5. Economic environment (economic system, basic products and services, economic risk).
6. Monetary environment (currency system, currency risk).
7. Trade environment (main exports/imports, main trading partners, regional economic integration, tariffs, trade barriers, government incentives for doing business).
8. Analysis of culture (cultural dimensions).
9. Outline of challenges and opportunities of doing business in the country.

Indicate what opportunities you see for the selected product in this country.

The written report should be 12-15 pages long, excluding the title page, table of contents, list of references and appendices.

Your reports should include a title page, table of contents, page numbers, a list of references (minimum 10), and an appendix with key figures, charts, etc.

### **Assessment for training tasks (4 tasks of 25 points each).**

## **7. STUDENTS' SELF-WORK**

The organization of students' independent work requires special attention, because part of the questions of each topic is submitted for independent study by students. The student's independent work is provided by the system of educational and methodological tools provided by the department for studying the academic discipline. Methodical materials provide for the possibility of self-monitoring (questions, testing) by the student. Independent work on mastering the discipline can be done in university reading rooms, classrooms and computer laboratories, at home. The department provides consultations on some of the most difficult topics of the course. The teachers of the department also carry out current and final control and analyze the results of the student's independent work.

The educational material intended for learning during independent work is submitted to the final control along with the educational material that is processed in the training sessions.

## Content of the Students' Self-Work

Topic	List of questions
<b>Topic 1. The essence and characteristic features of international management</b>	International business and international management. External environment of international business: practical analysis in the interests of managerial decisions. Problems and prospects of international management. The essence and principles of international management. Object of management in international management. Problems and prospects of international management. Theories of internationalization. Theories of foreign direct investment. Theories of TNCs
<b>Topic 2. The environment of international management</b>	Management of public affairs at a foreign subsidiary. Characteristics, goals and possibilities of influence of interested groups in the host country. Public affairs management tools at foreign subsidiaries. Management of public affairs in transnational corporations. Characteristics, goals and possibilities of influence of international interested groups. Public affairs management tools at TNK. Typical organization alternatives. Characteristic features of transnational management of public affairs.
<b>Topic 3. Cultural context of international management</b>	Cultural dimensions and their role in international management. Concepts of H. Hofstede, F. Trompenaars, Sh. Schwartz. The main cultural clusters. Concept of organizational (corporate) culture. The main types of organizational cultures of international corporations: the family model, the Eiffel Tower model, the missile model with automatic guidance, the incubator model. Development of the culture of international corporations. Peculiarities of Ukrainian national culture and their influence in the system of international management. The cultural context of the activities of transnational corporations (TNCs) in Ukraine. Peculiarities of Ukrainian managers and specialists' activities abroad.
<b>Topic 4. Strategic planning in international corporations</b>	Main strategies of internationalization. Selecting a market or country of location: list screening method, item valuation method, sequential valuation method, portfolio method. Choice of form of internationalization: form of market study, form of ownership, form of market entry, choice of market entry time. Strategic management at TNK. Typical strategic alternatives of TNCs. Characteristic

	features of transnational strategy.
<b>Topic 5. Decision making in international corporations</b>	Theoretical principles of managerial decision-making. Centralization and decentralization of decision-making in international corporations. Stages of the management decision-making process in the international management system. Peculiarities of managerial decision-making in conditions of uncertainty and risk. The influence of the culture of different countries on management decision-making. Peculiarities of making managerial decisions in European countries. American decision-making culture. Consensus decision-making system in Japanese corporations.
<b>Topic 6. Organizational development of international corporations</b>	Organizational form of relations between parent and subsidiary organizations. Structural tools of the organization: differentiated structures and integrated structures. Procedural tools of the organization. Organization in TNK. Ideal-typical organizational models. Characteristic features of an integrated network.
<b>Topic 7. Human resources management</b>	Personnel management at a foreign subsidiary. Motivation, management and development of employees of the host country. Involvement of employees of the parent organization in the branch. Personnel management at TNK. Typical alternatives for the organization of personnel management in international companies. International personnel management; multinational personnel management; global personnel management; transnational personnel management. Characteristic features of transnational personnel management. International staff development. International career development.
<b>Total</b>	<b>93 hours</b>

**8. In the process of teaching the course «International Management», the following measures of evaluation and methods of study result demonstration are used:**

- standardized tests;
- in-class questions;
- credit module testing and questioning;
- analytical reports, essays, summaries;
- presentations of performed assignments and research;
- students' presentations and reports at scientific events;
- modules control work;
- exam.

### 9. Criteria, forms of regular and final control

The final score (based on 100-point scale) for the course “International Management” is calculated as a weighted average value, depending on the weight of every component of the credit.

Module 1		Module 2		Module 3	Module 4	Module 5
10%	10%	10%	10%	5%	15%	40%
current assessment	Modular control 1	current assessment	Modular control 2	Training	SSW	Exam
It is defined as the arithmetic average of the grades obtained during classes	1. Theoretical questions (2 questions) – max. 50 points. 2. Task (1 task) – max. 50 points.	It is defined as the arithmetic average of the grades obtained during classes	1. Theoretical questions (2 questions) – max. 60 points. 2. Test tasks (20 tests of 2 points per test) - max. 40 points.	Assessment for training tasks (4 tasks of 25 points each)	It is defined as the arithmetic average of the grades obtained during the study of the discipline for self-study work (abstract, essay)	1. Theoretical questions (2 questions) – max. 50 points. 2. Test tasks (10 tests of 2 points per test) - max. 20 points. 3. Task (1 task) – max. 30 points.

### Grading scale

According to university scale	According to national scale	According to ECTS scale
90-100	Excellent	A (excellent)
85-89	Good	B (very good)
75-84		C (good)
65-74	Satisfactory	D (satisfactory)
60-64		E (sufficient)
35-59	Unsatisfactory	FX (unsatisfactory with the possibility to retake the credit)
1-34		F (unsatisfactory with the need to retake the course)

**Language of study** – the course is taught in English language.

### 10. INSTRUMENTS, EQUIPMENT AND SOFTWARE INVOLVED IN THE STUDY PROCESS

#	Item	Topic no.
1.	Laptop	1-7
2	Package of presentation materials	1-7

## 11. RECOMMENDED LITERATURE

1. Багатонаціональні підприємства та глобальна економіка. Монографія / За ред. О. І. Рогача. – К.: «Видавництво «Центр учбової літератури», 2020. 368 с. URL: <http://dspace.tneu.edu.ua/handle/316497/37137>
2. Менеджмент і адміністрування : підручник для магістрів / Колектив авторів: З.І. Галушка, А.А. Антохов, В.М. Запукляк, Б.Д. Сторощук, Ю.О. Терлецька, Т.Р. Заволічна, І.П. Кузьмук. - Чернівці: Чернівець. нац. ун-т ім. Ю.Федьковича, 2021. 440 с.
3. Менеджмент: збірник тестових завдань. Укл.: Антохов А.А., Галушка З.І., Запукляк В.М., Поченчук Г.М. та ін. / За ред. Галушки З.І., Поченчук Г.М. Чернівці. Чернівець. нац. ун-т. 2021. 204 с.
4. Міжнародний менеджмент: підручник для бакалаврів/Є.П. Темнишова, М.А. Денисенко, А.К. Дубінін та ін; за ред. Є.П. Темнишовий. К.: Видавництво Юрайт, 2020. 456 с.
5. Deresky H., Miller S. International Management: Managing Across Borders and Cultures, Text and Cases, 10th Edition.- Pearson, 2021.- 504p.
6. Halman L. The European Values Study: A Third Wave / L. Halman. – Tilburg: EVS WORC, 2020. - 611p.
7. Luthans F., Doh J.P. International Management: Culture, Strategy, and Behavior. NY. McGraw-Hill/Irwin, NY - 2020, 674 p.
8. Lishchynskyy I., Lyzun M., Kuryliak V., Savelyev Ye. The Dynamics of European Periphery. Management Theory and Studies for Rural Business and Infrastructure Development. 2020. No 41 (4). P. 527-536. <https://doi.org/10.15544/mts.2019.43>
9. Lishchynskyy I., Lyzun M., Siskos E., Savelyev Ye., Kuryliak V. Urban Green Space: Comparing the EU and Ukrainian Practice. - SHS Web of Conferences 100, 05007 (2021).
10. Nahavandi A. The Cultural Mindset. Managing people across cultures: textbook.-Sage Publishing. 2021. - 696p.
11. Qutait M.A. The next great Collapse 2020-2022. Journal of Global Economics. 2021. Volume 9. Issue 2. URL: <https://www.hilarispublisher.com/open-access/factors-affecting-the-entrepreneurial-dynamics.pdf>
12. Savelyev, Y., Lyzun, M., Kuryliak, V., & Lishchynskyy, I. (2021). Economic Integration of the Visegrad Four and Ukraine in the Context of Historical Narratives and Global Challenges. European Journal of Sustainable Development, 10(2), 44. <http://ecsdev.org/ojs/index.php/ejsd/article/view/1209>.
13. Ahmadjonovich, Shoev Davronbek. "Examples Of Business Management Development And Implementation Of International Standards." American Journal of Management and Economics Innovations 3, no. 06 (June 10, 2021): 40–44. <http://dx.doi.org/10.37547/tajmei/volume03issue06-07>.
14. Zubkova, A. B., and D. S. Maihurova. "Business Modelling in the Strategic Management of International High-Tech Companies." Business Inform 9, no. 524 (2021): 224–35. <http://dx.doi.org/10.32983/2222-4459-2021-9-224-235>.
15. Mykola Oleksiiovych Kharchenko, A. Kirilieva, and O. Dolhosheieva. "Management of international business in the context of globalization", 2021. URL: <https://essuir.sumdu.edu.ua/handle/123456789/87425>.
16. Shenkar, Oded, Yadong Luo, and Tailan Chi. "Global Human Resource Management." In International Business, 618–49. 4th ed. New York: Routledge, 2021. <http://dx.doi.org/10.4324/9781003034315-22>.
17. International Management: Managing Across Borders and Cultures, Text and Cases, 10th edition (2021). URL: <https://z-lib.id/book/international-management>
18. Strategic Human Resource Management: An International Perspective (2022). URL: <https://z-lib.id/book/strategic-human-resource-management->