

**Министерство науки и высшего образования Российской Федерации  
Федеральное государственное бюджетное образовательное учреждение высшего  
образования  
«ИРКУТСКИЙ НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ ТЕХНИЧЕСКИЙ  
УНИВЕРСИТЕТ»**

Структурное подразделение «Брикс кафедры (205)»

**УТВЕРЖДЕНА:**  
на заседании кафедры  
Протокол №6 от 25 февраля 2026 г.

**Рабочая программа дисциплины**

**«МЕЖДУНАРОДНЫЙ МАРКЕТИНГ МЕНЕДЖМЕНТ / INTERNATIONAL  
MARKETING MANAGEMENT»**

Направление: 38.03.02 Менеджмент

Международный бизнес / International business

Квалификация: Бакалавр

Форма обучения: очная

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**1 Перечень планируемых результатов обучения по дисциплине, соотнесённых с планируемыми результатами освоения образовательной программы**

**1.1 Дисциплина «Международный маркетинг менеджмент / International Marketing Management» обеспечивает формирование следующих компетенций с учётом индикаторов их достижения**

| <b>Код, наименование компетенции</b>                                                                                                                                                                                                                                                        | <b>Код индикатора компетенции</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| ПКС-1 Способность оценивать экономические и социальные условия для выявления бизнес-проблем и бизнес-возможностей и формирования бизнес-моделей                                                                                                                                             | ПКС-1.11                          |
| ПКС-2 Способность проводить стратегический анализ, в том числе маркетинговые исследования, и устанавливать взаимосвязи между функциональными стратегиями с целью подготовки управленческих решений, направленных на обеспечение конкурентоспособности организации в глобальной бизнес-среде | ПКС-2.4                           |

**1.2 В результате освоения дисциплины у обучающихся должны быть сформированы**

| <b>Код индикатора</b> | <b>Содержание индикатора</b>                                                                                                                            | <b>Результат обучения</b>                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ПКС-1.11              | Анализирует и оценивает факторы внешней и внутренней среды организации в международном контексте и выявляет возможности и проблемы для развития бизнеса | <b>Знать</b> сущность, принципы, инструменты и приемы маркетинг-менеджмента, реализуемого в международном контексте;<br><b>Уметь</b> применять теоретические положения международного маркетинг менеджмента для анализа и оценки факторов внешней и внутренней среды, чтобы выявить возможности и ограничения развития бизнеса;<br><b>Владеть</b> навыками анализа, используемого в международном маркетинг менеджменте. |
| ПКС-2.4               | Способен подготовить управленческие решения, направленные на обеспечение конкурентоспособности организации на глобальном уровне                         | <b>Знать</b> основные концепции конкурентоспособности организации в глобальной среде;<br><b>Уметь</b> оценивать эффективность различных конкурентных стратегий;                                                                                                                                                                                                                                                          |

|  |  |                                                                                                                                               |
|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <b>Владеть</b> навыками разработки управленческих решений, направленных на обеспечение конкурентоспособности организации на глобальном уровне |
|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------|

## 2 Место дисциплины в структуре ООП

Изучение дисциплины «Международный маркетинг менеджмент / International Marketing Management» базируется на результатах освоения следующих дисциплин/практик: «Международный менеджмент / International Management», «Маркетинг / Marketing», «Международный бизнес / International Business»

Дисциплина является предшествующей для дисциплин/практик: «Производственная практика: преддипломная практика/ Undergraduate Internship»

## 3 Объем дисциплины

Объем дисциплины составляет – 3 ЗЕТ

| Вид учебной работы                                              | Трудоемкость в академических часах<br>(Один академический час соответствует 45 минутам астрономического часа) |             |
|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------|
|                                                                 | Всего                                                                                                         | Семестр № 8 |
| Общая трудоемкость дисциплины                                   | 108                                                                                                           | 108         |
| Аудиторные занятия, в том числе:                                | 20                                                                                                            | 20          |
| лекции                                                          | 10                                                                                                            | 10          |
| лабораторные работы                                             | 0                                                                                                             | 0           |
| практические/семинарские занятия                                | 10                                                                                                            | 10          |
| Самостоятельная работа (в т.ч. курсовое проектирование)         | 52                                                                                                            | 52          |
| Трудоемкость промежуточной аттестации                           | 36                                                                                                            | 36          |
| Вид промежуточной аттестации (итогового контроля по дисциплине) | Экзамен                                                                                                       | Экзамен     |

## 4 Структура и содержание дисциплины

### 4.1 Сводные данные по содержанию дисциплины

#### Семестр № 8

| №<br>п/п | Наименование<br>раздела и темы<br>дисциплины   | Виды контактной работы |              |    |              |         |              | СРС  |              | Форма<br>текущего<br>контроля |
|----------|------------------------------------------------|------------------------|--------------|----|--------------|---------|--------------|------|--------------|-------------------------------|
|          |                                                | Лекции                 |              | ЛР |              | ПЗ(СЕМ) |              |      |              |                               |
|          |                                                | №                      | Кол.<br>Час. | №  | Кол.<br>Час. | №       | Кол.<br>Час. | №    | Кол.<br>Час. |                               |
| 1        | 2                                              | 3                      | 4            | 5  | 6            | 7       | 8            | 9    | 10           | 11                            |
| 1        | Introduction to<br>Global Marketing            | 1                      | 2            |    |              | 1       | 1            |      |              | Решение<br>задач              |
| 2        | International<br>Business Entry<br>Development | 2                      | 2            |    |              |         |              | 2, 3 | 26           | Эссе                          |

|   |                                                           |   |    |  |  |      |    |   |    |               |
|---|-----------------------------------------------------------|---|----|--|--|------|----|---|----|---------------|
| 3 | Environment and Global Marketing                          | 3 | 2  |  |  | 2, 5 | 3  | 3 | 16 | Решение задач |
| 4 | Product and Promotion Strategy in International Marketing | 5 | 2  |  |  | 3, 6 | 4  | 1 | 6  | Решение задач |
| 5 | Pricing for International Market                          |   |    |  |  | 4    | 2  |   |    | Решение задач |
| 6 | Role of Government and Policy                             | 4 | 2  |  |  |      |    | 1 | 4  | Решение задач |
|   | Промежуточная аттестация                                  |   |    |  |  |      |    |   | 36 | Экзамен       |
|   | Всего                                                     |   | 10 |  |  |      | 10 |   | 88 |               |

#### 4.2 Краткое содержание разделов и тем занятий

##### Семестр № 8

| № | Тема                                                      | Краткое содержание                                                                                                                                                                                                                                                                                                                  |
|---|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Introduction to Global Marketing                          | Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political Legal Environment – Embargoes sanctions, Political risk, legal factors, legal differences Hofstede model.                                      |
| 2 | International Business Entry Development                  | Strategic effects of going international, Strategies employed by companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions. |
| 3 | Environment and Global Marketing                          | Economic Environment, New trade theory, Macro economic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank, IMF.                                                                                                                                                                                   |
| 4 | Product and Promotion Strategy in International Marketing | The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, gray market, Role of Services in global economy, Media advertising, PR, Trade Fairs.                                                                |
| 5 | Pricing for International Market                          | Key factors in global pricing methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping legal aspects.                                                                                                                      |
| 6 | Role of Government and Policy                             | Government measures and export incentives, Export import policy, ECGC services, Role of banks Foreign investors, Balance of trade/payments, Services export, Commodities export, manufacturing output export.                                                                                                                       |

#### 4.3 Перечень лабораторных работ

Лабораторных работ не предусмотрено

#### 4.4 Перечень практических занятий

##### Семестр № 8

| № | Темы практических (семинарских) занятий                        | Кол-во академических часов |
|---|----------------------------------------------------------------|----------------------------|
| 1 | Case Study: GLOBALISATION: GOOD OR BAD?                        | 1                          |
| 2 | Case discussion: NISSAN MICRA, DENMARK                         | 1                          |
| 3 | Case discussion: Nestle vs Unilever comparison                 | 2                          |
| 4 | Case discussion: COUNTERTRADE: COUNTERPRODUCTIVE?              | 2                          |
| 5 | Comparing the functioning of international trade organizations | 2                          |
| 6 | Case discussion: THE A.T. CROSS COMPANY                        | 2                          |

#### 4.5 Самостоятельная работа

##### Семестр № 8

| № | Вид СРС                   | Кол-во академических часов |
|---|---------------------------|----------------------------|
| 1 | Анализ научных публикаций | 10                         |
| 2 | Написание реферата        | 10                         |
| 3 | Подготовка к экзамену     | 32                         |

В ходе проведения занятий по дисциплине используются следующие интерактивные методы обучения: Webinars, Case technology, Simulations and video-conferencing

#### 5 Перечень учебно-методического обеспечения дисциплины

##### 5.1 Методические указания для обучающихся по освоению дисциплины

##### 5.1.1 Методические указания для обучающихся по практическим занятиям

The course is organized in blended learning format - synchronous activities (teaching by the teacher some theoretical notions, fixing some practical notions, practicing some abilities) - asynchronous activities (independent activity, solving tasks given by the teacher, solving tests, etc.)

For the purpose of increasing learning efficiency in a formal learning context, teachers must pay increased attention to diversify educational resources. In order to support the learning process, educational resources must be relevant, up to date, appealing to students and easy to access. It is for this reason that we are going to use cutting edge consulting research resources from world class consulting firms like Gartner, Forrester and IDC Research in our exercises and also use Tool usage like Gartner Transit map and ESRI GIS for spatial data representation and visualization. In the first meeting - either face-to-face or online, it is appropriate to present the purpose of the course, objectives and identification of students' wishes regarding the course. The Icebreaking course at the beginning of the course establishes confidence and motivation, giving participants to get to know each other, introducing the trainer and familiarize with the topic. This

icebreaking activity must be adapted to the learning situation (face to face vs online). During blended learning course it is recommended to use such teaching and learning methods:

Lectures,  
Practical work,  
Active learning methods  
Online learning (individual work).

### **5.1.2 Методические указания для обучающихся по самостоятельной работе:**

A crucial aspect of becoming a successful and autonomous learner, especially as we move forward in the educational system, is the ability to monitor our own actions, thoughts, and feelings to reach established goals (Panadero Romero, 2014). Among the different skills needed to become a self-regulated learner, various theorists have considered the strategies of self evaluation and monitoring to be vital to success (Puustinen Pulkkinen, 2001). Monitoring and self-evaluation show the student's capacity to judge their own performance and results, usually through close observation over the course of their performance and self-evaluation once the result is reached (Hacker et al., 2009). These skills are needed for students to be able to judge their own work. Without such reflection, it may be difficult for them to distinguish between what they have done correctly and what they need to improve on (Kostons et al., 2012; Martínez-Fernández Vermunt, 2015; Nückles et al., 2009; Vermunt, 1998). The use of these two strategies by students is known as self-assessment, which involves internalizing standards so that they can regulate their own learning and are then able to evaluate their actions and have higher accuracy to detect their failures and how to correct them (Paris Paris, 2001).

Monitoring + self-evaluation = self-assessment

It is to this view that the instructor has to be connected with the students to understand what their self-learning plan and process looks like and how best to facilitate the self-learning process for each student in the group

## **6 Фонд оценочных средств для контроля текущей успеваемости и проведения промежуточной аттестации по дисциплине**

### **6.1 Оценочные средства для проведения текущего контроля**

#### **6.1.1 семестр 8 | Решение задач**

##### **Описание процедуры.**

Case studies for the 5 themes would require students to dive into the real problems of International Marketing management and facilitate their problem solving and decision-making skills.

##### **Критерии оценивания.**

ПКС-1.11. Аргументированно выбирает и предлагает варианты развития бизнеса в международном контексте

ПКС-2.4. Предлагает управленческие решения, направленные на обеспечение конкурентоспособности организации на глобальном уровне

#### **6.1.2 семестр 8 | Эссе**

##### **Описание процедуры.**

The essay would require students to research a problem situation with an organization involved in international operations and identify problems in its scope of work. The Sample essays can be on themes as mentioned below

### 1) COMPARING ANALYSIS OF INTERNATIONAL COMPANIES

You should choose two well-known international companies like Unilever and Nestle that have engaged in international marketing during their entire corporate existence. But they should be very different companies in their approaches to international marketing and corporate philosophies. Your challenge in this case is to visit both Web sites, carefully read the information presented, and write a report comparing the two companies on the points that follow.

1. Philosophies on international marketing.
2. Corporate objectives.
3. Global coverage, that is, number of countries in which they do business.
4. Production facilities.
5. Number of product categories and number of brands within each category.
6. Number of standardized versus global brands for each.
7. Product categories and brands where the two companies compete.
8. Brands that are standardized, that is, what is standardized in each brand and what are localized in each brand.
9. Product research centers.
10. Organization.
11. Environmental concerns.
12. Research and development.

After completing your analysis, write a brief statement about the areas where one company is stronger than other and vice versa.

2) Interview a local company that has a foreign sales operation. Draw an organizational chart for the sales function and explain why that particular structure was used by that company. Your essay should focus also on the below questions.

1. Why does a global sales force cause special compensation problems? Suggest some alternative solutions.
2. Under which circumstances should expatriate salespeople be utilized?
3. Discuss the problems that might be encountered in having an expatriate sales manager supervising foreign salespeople.
4. "To some extent, the exigencies of the personnel situation will dictate the approach to the overseas sales organization." Discuss.
5. How do legal factors affect international sales management?
6. How does the sales force relate to company organization and to the channels of distribution?
7. "It is costly to maintain an international sales force." Comment.

### **Критерии оценивания.**

ПКС-1.11. Аргументированно выбирает и предлагает варианты развития бизнеса в международном контексте

ПКС-2.4. Предлагает управленческие решения, направленные на обеспечение конкурентоспособности организации на глобальном уровне

### **6.2 Оценочные средства для проведения промежуточной аттестации**

### 6.2.1 Критерии и средства (методы) оценивания индикаторов достижения компетенции в рамках промежуточной аттестации

| Индикатор достижения компетенции | Критерии оценивания                                                                                                   | Средства (методы) оценивания промежуточной аттестации    |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| ПКС-1.11                         | Аргументированно выбирает и предлагает варианты развития бизнеса в междунациональном контексте                        | Устный опрос, тестирование, решение конкретной ситуации  |
| ПКС-2.4                          | Предлагает управленческие решения, направленные на обеспечение конкурентоспособности организации на глобальном уровне | Устный опрос, тестирование, решение конкретной ситуации. |

### 6.2.2 Типовые оценочные средства промежуточной аттестации

#### 6.2.2.1 Семестр 8, Типовые оценочные средства для проведения экзамена по дисциплине

##### 6.2.2.1.1 Описание процедуры

The Final exam would consist of 50 multiple-choice questions from all themes of the discipline. The questions would test the overall understanding; the students have on the subject. The sample question set is as below

1. Which of the following is the MOST important factor in an international marketer's success?
  - A. creation of a new marketing concept.
  - B. the ability to adapt to different marketing environments.
  - C. development of new marketing processes.
  - D. the evolution of unique marketing principles.
2. The international marketer who fails to meet his or her objectives is MOST likely to be a victim of:
  - A. unfamiliar marketing environments.
  - B. an inability to adapt products.
  - C. an inability to adapt commercial messages.
  - D. weak pricing skills.
3. James Wells is preparing to direct his company's entry into the Asian market. His success will depend upon the skill with which he
  - A. masters a foreign language.
  - B. adapts the marketing mix to the uncontrollable factors unique to the area.
  - C. selects media.

D. translates domestic prices into foreign currency.

4. The process of evaluating the uncontrollable elements in an international marketing program is frequently attended by:

- A. cultural shock.
- B. political shock.
- C. economic shock.
- D. all of the above.

5. Many firms have experienced frustration resulting from expensive breakdowns and malfunctions in the sophisticated equipment installed in foreign installations. Often, the cause of the problem is the failure of foreign nationals in these plants to provide the maintenance required by the equipment. Firms typically fail to appreciate critical differences in its foreign market's:

- A. political market.
- B. competitive market.
- C. technological climate.
- D. economic climate.

6. In the broadest sense, the 'culture' of international marketing is composed of:

- A. the uncontrollable elements of the foreign market.
- B. the controllable elements of the foreign market.
- C. the uncontrollable elements of the domestic market.
- D. the controllable elements of the domestic market.

7. The natural tendency for international marketers to base their judgments and marketing strategies in foreign markets upon their experiences in their 'home' culture is BEST described as the:

- A. domestic marketing concept.
- B. principle of marketing relativism.
- C. principle of comparative advantage.
- D. international marketing concept.

8. The international marketer's ability to assess foreign cultures in an objective, unbiased manner is often inhibited by unconscious reliance upon his or her:

- A. ethnocentric education.
- B. self-reference criterion.
- C. repetitive action syndrome.
- D. cross-cultural criterion.

9. In order to minimise the likelihood and/or impact of making inappropriate decisions based upon the self-reliance criteria of domestic executives, international executives should subject such decisions to:

- A. cross-cultural analysis.
- B. ethnocentric analysis.
- C. decision-tree analysis.
- D. computer simulation analysis.

10. The ABC Corporation has recently sought to augment its traditional

domestic marketing program by establishing a presence on the Internet. The firm has been surprised by the large and increasing volume of foreign orders this move spawned. At this stage, ABC's international role would be BEST described as:

- A. global marketing.
- B. international marketing.
- C. no direct foreign marketing.
- D. regular foreign marketing.

11. If economy of some domestic country has been battered by a variety of factors that have precipitated a fall in the value of their currency vis-à-vis the dollar. The stronger dollar has adversely affected the export business of the domestic Corporation. The firm's experience is an example of how foreign ventures can be affected by domestic:

- A. legal structure.
- B. economic conditions.
- C. political forces.
- D. technological developments.

#### 6.2.2.1.2 Критерии оценивания

| Отлично             | Хорошо         | Удовлетворительн<br>о | Неудовлетворительно |
|---------------------|----------------|-----------------------|---------------------|
| Score of 85 or more | score of 75-84 | score of 65 to 74     | score below 65      |

### 7 Основная учебная литература

1. International marketing / Philip R. Cateora, Mary C. Gilly, John L. Graham. — 15th ed.

[Сайт] – URL: <https://studylib.net/doc/26052943/international-marketing>

### 8 Дополнительная учебная литература и справочная

1. Theodore Levitt, 'The Globalization of Markets', Harvard Business Review, 1983, May–June, pp. 92–102.

[Сайт] – URL: <https://hbr.org/1983/05/the-globalization-of-markets>

2. Peter Buckley and Pervez Ghauri, 'Globalization, Economic Geography and Multinational Enterprises', Journal of International Business Studies, 2004, 35(2), pp. 81–98.

[Сайт] – URL: <https://ideas.repec.org/a/pal/jintbs/v35y2004i2p81-98.html>

3. Firat Fuat, 'Educator Insights: Globalization of Fragmentation – A Framework for Understanding Contemporary Global Markets', Journal of International Marketing, 5(2), pp. 77–86.

[Сайт] – URL:

[https://www.researchgate.net/publication/297711251\\_Educator\\_Insights\\_Globalization\\_of\\_Fragmentation\\_-\\_A\\_Framework\\_for\\_Understanding\\_Contemporary\\_Global\\_Markets](https://www.researchgate.net/publication/297711251_Educator_Insights_Globalization_of_Fragmentation_-_A_Framework_for_Understanding_Contemporary_Global_Markets)

4. Tor Korneliussen and Jorg Blasius, "The Effects of Cultural Distance, Free Trade Agreements, and Protectionism on Perceived Export Barriers," *Journal of Global Marketing* 21, no. 3 (2008), pp. 217–30.

[Сайт] – URL: [https://www.academia.edu/8647784/Int\\_marketing](https://www.academia.edu/8647784/Int_marketing)

5. Broderick, Amanda J., Gordon E. Greenley, and Rene Dentiste Mueller. "The behavioural homogeneity evaluation framework: Multi-level evaluations of consumer involvement in international segmentation." *Journal of International Business Studies* 38 (2007): 746-763.

[Сайт] – URL: <https://link.springer.com/article/10.1057/palgrave.jibs.8400296>

6. Quelch, J., and Nathalie Laidler-Kylander. *The New Global Brands: Managing Non-Governmental Organizations in the 21st Century*. Mason, OH: Thomson South-Western, 2006.

[Сайт] – URL: [https://books.google.ru/books/about/The\\_New\\_Global\\_Brands.html?id=maSFQgAACAAJ=y](https://books.google.ru/books/about/The_New_Global_Brands.html?id=maSFQgAACAAJ=y)

7. Schuiling, Isabelle Kapferer, Jean-Noël. (2004). Executive Insights: Real Differences Between Local and International Brands: Strategic Implications for International Marketers. *Journal of International Marketing - J INT MARKETING*. 12. 97-112. 10.1509/jimk.12.4.97.53217.

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## **9 Ресурсы сети Интернет**

1. <http://library.istu.edu/>
2. <https://e.lanbook.com/>
3. <https://www.aib.world/publications/journal-of-international-business-studies/>
4. <https://www.wto.org/>
5. <https://www.worldbank.org/ext/en/home>
6. <https://www.imf.org/en/Home>

## **10 Профессиональные базы данных**

1. <http://new.fips.ru/>
2. <http://www1.fips.ru/>

**11 Перечень информационных технологий, лицензионных и свободно распространяемых специализированных программных средств, информационных справочных систем**

**12 Материально-техническое обеспечение дисциплины**