

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

"APPROVED"

Deputy Rector
(vice-rector for scientific and pedagogical work)

Volodymyr YERMACHENKO

Cross-cultural management

syllabus of the educational discipline

Field of knowledge	<i>all</i>
Specialty	<i>all</i>
Level of education	<i>third (educational and scientific)</i>
Educational programs	<i>all</i>

Discipline status	<i>selective</i>
Language of instruction, teaching and assessment	<i>English</i>

Head of Department
Management and Business Department

Tetyana LEPEYKO

Kharkiv
2022

APPROVED

at the meeting of the *Management and Business department*
Protocol № 11 of March 30, 2022.

Compiled by:

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**Sheet of renewal and re-approval
of the academic discipline syllabus**

Academic year	Date of the department meeting – developer of syllabus of the academic discipline	Protocol number	Sign of Head of the department

Abstract of the educational discipline

Cross-cultural management is the management of relations that arise at the border of national and organizational cultures, the study of the causes of intercultural conflicts and their neutralization, clarification and use in the management of the organization the patterns of behavior that is inherent in national business culture. Effective cross-cultural management means gathering of representatives of other cultures conducting business based on recognition and respect for cross-cultural differences and formation of a common corporate value system that would be perceived and recognized by each member of the multinational team.

Purpose of the discipline: is the formation of a cross-cultural approach to doing business in the current conditions of globalization in order to increase the effectiveness of managerial interaction of representatives of different national cultures.

Characteristics of the educational discipline

Course	1A
Semester	2
Quantity of credits ECTS	5
Final control	Pass

Structural and logical scheme of studying the discipline

Prerequisites	Postrequisites
Modern theories of organization	Strategic management
Philosophy of science	

Competence and learning outcomes of the discipline

Competence	Learning outcomes
Ability to solve problematic situations in multinational teams	Demonstrate the ability to act socially responsible and socially conscious based on ethical considerations, respect for diversity and interculturalism
Ability to take into account the cross-cultural aspect when conducting business cooperation with foreign business partners	Demonstrate communication, research, technological and cross-cultural skills needed to analyze business situations, prepare, substantiate and present management decisions
Ability to take into account the peculiarities of national business cultures in order to increase the effectiveness of the organization in the conditions of globalization of economy	Demonstrate knowledge of management theories, methods and functions, modern leadership concepts Identify skills for finding, collecting and analyzing information, calculating indicators to justify management decisions
Ability to justify management decisions taking into account the cross-cultural aspect	Apply quantitative and qualitative methods to substantiate effective management decisions in the international business environment

Syllabus of the educational discipline

Content module 1. Conceptual approaches to cross-cultural management

Theme 1. Evolution and main concepts of cross-cultural management.

Era of international business development. Main features of international business in an era of

globalization. Factors affecting modern international business. Stages of the formation of cross-cultural management as an independent science. Main prerequisites for the emergence of cross-cultural management as an independent science. Continuums of modern research in the context of cross-cultural management. Analysis of the essence of the concept of "cross-cultural management". Interdisciplinary character of cross-cultural management. Levels of cross-cultural management. Evolution of paradigms in cross-cultural management. Comparative characteristics of the main paradigms in the first stage of the formation of cross-cultural management. Farmer-Richman management effectiveness model. The Negandhi-Prasada organization's performance model. EPRG model. Aspects of cross-cultural management.

Theme 2. The phenomenon of "culture" in management.

Analysis of the essence of the concept of "culture". Approaches to determining the role of culture in international business. System of organizational culture in the context of the national component. Model T. Gladwin and V. Terpstr. Classification of personalities by values and interests. The value survey. Model of culture of F. Trompenaars and C. Hampden-Turner. Model of culture as "collective programming". Levels of human personality (mental programming by G. Hofstede). Iceberg model of E. Hall. Main functions of culture in society. Characteristics of culture in the context of cross-cultural management.

Theme 3. Features of interaction of different cultures.

Concept of national culture. Main elements of national culture. Features of the process of communication under the influence of national culture. Main causes of violations of intercultural communications. Types of stereotypes. Influence of world religions on national culture.

Basic characteristics of interaction of different cultures. Components of the process of human ontogeny. Mechanisms of inculturation. Key features of acculturation strategies. Results of acculturation. Interaction with other cultures: developing core values and views. Factors that influence the duration of acculturation in the process of cross-cultural interaction of the individual. Cultural shock.

Content module 2. National cultures: cross-cultural interaction

Theme 4. Classification of national culture.

Classification of Florence Kluckhohn and Fred Strodbeck. Classification of Geert Hofstede. Classification of Edward and Mildred Hall. Classification of Richard D. Lewis. Classification of Simcha Ronen and Oded Shenkar. Classification of Fons Trompenaars and Charles Hampden-Turner. Classification of Richard R. Gesteland.

Theme 5. National features of organizational culture.

Concept of organizational culture. Values of organizational culture of successful companies. Characteristics of organizational culture. Functions of organizational culture. Properties of organizational culture. Classification of organizational culture.

Theme 6. National management styles

The importance of work in different business cultures. Factors affecting attitude to work, national characteristics. Cross-cultural comparison of models of motivation in different countries. Motivation of culturally diverse staff. National specifics of promotion, training and retraining. Characteristics of national leadership styles. Western and eastern variants of power organization. Different in perceptions of status and leadership. Factors influencing leadership effectiveness across cultures.

The list of practical (seminar) classes, as well as questions and tasks for independent training is given in the table "Rating-plan of the discipline".

Teaching and learning methods

Achieving the expected learning outcomes is facilitated by the use of the following teaching and learning methods: problem lectures (theme 2, theme 4, theme 6), discussions (seminars on themes 1-3), work in small groups (seminars on themes 1-3), individual research work (individual research task during the semester); competence-oriented tasks (themes 1-4, theme 6); presentation of research results (seminars on theme 1-3, defense of individual research task).

Assessment system of learning outcomes

The system of assessment of the developed competencies takes into account the types of lessons, which, according to the syllabus, include lectures, practical, seminar classes, and independent training. Assessment of the developed competencies is carried out using a 100-point accumulation system.

Control measures include:

current control, during the semester during lectures, practical, seminar classes and is estimated by the amount of points scored (maximal – 45 points);

modular control, in the form of a written test on the initiative of the teacher for the relevant content module and aims at integrated assessment of student learning outcomes after studying the material from the logically completed part of the discipline – content module (maximal – 15 points);

final control, conducted in the form of a test as the total number of points in the discipline (maximum – 100 points), is defined as the sum of points for student performance in the current control, including modular written tests, the result of the final test (maximum score for the final test – 20 points), and the result of the defense of an individual research task (maximum score – 20 points). Scores obtained for written tests are added to the scores for current performance. The test is set based on the results of the student's work throughout the semester.

Current control includes assessment of applicant knowledge during lectures, practical classes and individual tasks and is carried out according to the following criteria:

lectures – understanding, degree of mastering the theory and methodology of the problems considered during the discussion of topical issues, the level of activity in discussions (maximal score – 1 point depending on the level of applicant activity (10 lectures during the semester), maximum score is 10 points);

practical (seminar) classes – the degree of mastering the actual material of the discipline; acquaintance with the recommended literature, and also with the modern literature on the considered questions (it is estimated to 1 point for each practical class depending on level of activity of the applicant (10 practical classes during a semester), maximum score is 10 points);

defense of competency-oriented practical tasks on topics – the ability to combine theory with practice when considering situations; logic, structure, style of presentation of the material in the audience, the ability to justify their position (maximum score – 5 points (mandatory performance of five practical tasks during the semester), maximum score is 25 points);

written modular test – application of analytical approaches; quality and clarity of reasoning; style of presentation of material in written works; independence of work performance; use of methods of comparison, generalization of concepts and phenomena; registration of work (estimated at 7 and 8 points, respectively) (two written tests during the semester).

Independent training includes:

1) study of theoretical material from previous lectures. It is estimated at 10 points (1 part of an individual research task performed during the semester) according to the following criteria: depth and strength of knowledge; level of thinking; ability to systematize knowledge on individual topics; ability to draw sound conclusions; possession of a categorical apparatus;

2) collection, generalization, processing of information necessary for active work in practical classes. It is estimated at 10 points (part 2 of the individual research task, which is performed during the semester) according to the following criteria: skills and techniques of practical tasks; ability to find the necessary information; to carry out its systematization and processing; self-realization in practical and seminar classes.

During the semester, the student performs an **individual research task**, which he defends at the end of the semester (maximum score – 20 points).

Final control (written final test) of knowledge and competencies of students in the discipline - is a test of understanding of the applicant's program material as a whole, the relationship between individual sections, the ability to use accumulated knowledge, the ability to formulate their attitude to the discipline. It covers the program of the discipline and involves determining the degree of mastery of competencies by students, diagnosing the level of their theoretical training. The maximum grade that can be obtained by the applicant is 20 points (one final written test during the semester).

The pass is based on the results of the applicant's work during the semester as a general assessment of the discipline, as the accumulation of points, in particular, for active participation in lectures, practical tasks, homework, points for tests, as well as for independent work of the applicant.

The final score in the discipline is calculated on the basis of the points obtained during the exam and the points obtained during the current control over the accumulation system. The total score in the points for the semester is: "60 and more points are passed", "59 and less points are not passed", and entered in the record "Record of success" of the discipline.

The final grade is set according to the scale given in the table "Grade scale: national and ECTS".

Forms of assessment and distribution of points are given in the table "Rating-plan of the educational discipline".

The assessment scale: national and ECTS

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale	
		for exam, course project (work), practice, training	for pass
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C	satisfactory	
64 – 73	D		
60 – 63	E		
35 – 59	FX	unsatisfactory	not passed

Rating-plan of the educational discipline

Theme	Forms and types of learning		Forms of assessment	Max points
and basic concepts of cross-cultural	<i>Classroom work</i>			
	Lecture	Lecture №1-2. Evolution and basic concepts of cross-cultural management	Work on lecture	2
	Practical class	Practical lesson №1 (Seminar).	Active work on	1

		History of cross-cultural management and stages of formation	the practical class		
	Practical class	Practical lesson №2. Morphological analysis of key concepts of cross-cultural management	Active work on the practical class	1	
			Competence-oriented task defense	5	
	<i>Independent training</i>				
	Questions and tasks for the Independent training	Performing tasks to understand the concept of cross-cultural management		Homework checking	
		Search, selection and review of literary sources on a given topic			
Preparation for the seminar and preparation of the task					
Preparation of an individual research task					
Theme 2. The phenomenon of "culture" in cross-cultural management	<i>Classroom work</i>				
	Lecture	Lecture № 3-4. The phenomenon of "culture" in cross-cultural management	Work on lecture	2	
	Practical class	Practical lesson №3 (Seminar). The phenomenon of "culture" in cross-cultural management	Active work on the practical class	1	
	Practical class	Practical lesson №4. Preparation of materials for the creation of a questionnaire of the company's staff	Active work on the practical class	1	
			Competence-oriented task defense	5	
	<i>Independent training</i>				
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic		Homework checking	
		Preparation for the seminar and preparation of the task			
Preparing the individual scientific research task					
Theme 3. Features of interaction of different cultures	<i>Classroom work</i>				
	Lecture	Lecture №5-6. Features of interaction of different cultures	Work on lecture	2	
	Practical class	Practical lesson №5 (Seminar). National culture in the context of globalization	Active work on the practical class	1	
			Express control work 1	7	
	Practical class	Practical lesson №6. Creating an on-line staff questionnaire	Active work on the practical class	1	
			Competence-	5	

			oriented task defense	
	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparation for the seminar and preparation of the task		
		Preparation of an individual research task		
		Preparation for control work		
Theme 4. Typology of national cultures	<i>Classroom work</i>			
	Lecture	Lecture №7-8. Typology of national cultures	Work on lecture	2
	Practical class	Practical class №7. Analysis of the national culture of the country with certain classifications	Active work on the practical class	1
			Express control work 2	8
	Practical class	Practical lesson №8. Conducting a survey of the company's staff on-line	Active work on the practical class	1
			Competence-oriented task defense	5
	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparation for control work		
		Task preparation		
Preparation of an individual research task				
Theme 5. National features of organizational culture	<i>Classroom work</i>			
	Lecture	Lecture №9. National features of organizational culture	Work on lecture	1
	Practical class	Practical class №9. Analysis of national features of management	Active work on the practical class	1
	<i>Independent training</i>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
Preparing the individual scientific research task				
Theme 6. National management styles	<i>Classroom work</i>			
	Lecture	Lecture №10. National management styles	Work on lecture	1
			Final test work	20
			Individual research task defense	20

	Practical class	Practical lesson №10. Processing of the results of the on-line staff survey	Active work on the practical class	1
			Defense of practical task on the theme	5
<i>Independent training</i>				
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparing the individual scientific research task		
		Preparation for control work		
		Task preparation		

Recommended References

Main

1. Близнюк Т. П. Кросс-культурні особливості менеджменту сучасної мультинаціональної організації: монографія / Т. П. Близнюк. – Харків: ФОП Лібуркіна Л. М., 2017. – 296 с. – Access mode: http://repository.hneu.edu.ua/bitstream/123456789/26203/1/БЛИЗНЮК_монографія.pdf

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3. Гестеланд Р. Р. Кросс-культурное поведение в бизнесе. Маркетинговые исследования, ведение переговоров, менеджмент в различных культурах. / Р. Р. Гестеланд. – Днепропетровск : ООО «Баланс-Клуб», 2003. – 272 с.

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5. Lepeyko T. National culture and attitude to ecology: on the example of Ukraine and Mongolia / T. Lepeyko, T. Blyznyuk, B. Gavaa // International Journal Environmental Technology and Management. – 2018. – Vol. 21, Nos. 5/6. – P. 340–353.

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Information resources

7. Official site of R. Lewis [Electronic resource]. – Access mode: <http://blog.crossculture.com/>.

8. Official site of G. Hofstede [Electronic resource]. – Access mode: <https://geert-hofstede.com>.

9. Official site of F. Trompenaars and C. Hampden-Turner [Electronic resource]. – Access mode: <http://www2.thtconsulting.com/>.

10. The site of PNS KhNUE [Electronic resource]. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=5631>