

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
STATE HIGHER EDUCATIONAL INSTITUTION
«VASYL STEFANYK PRECARPATHIAN NATIONAL UNIVERSITY»**

Faculty of Economics

Department of Management and Marketing

SYLLABUS OF THE DISCIPLINE

CROSS-CULTURAL MANAGEMENT

Educational program	<u>Management of organizations and administration</u>
Specialty	<u>073 Management</u>
Field of knowledge	<u>07 Management and administration</u>

Approved at the conference of the department
The protocol N1 on August 27, 2020

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1. General information	
Title of the discipline	Cross-cultural management
Lecturer	Solomiia Matsola Ph.D. in Economics
Lecturers contact number	+38(095)716 72 49
Lecturers E-mail	solomiia.matsola@pnu.edu.ua
Discipline format	Full-time, part-time
Amount of credits	6 ECTS
Link to the distance learning site	http://www.d-learn.pu.if.ua
Consultations	Consultations according to the consultation schedule
2. Annotation to the course	
<p><i>The selective course "Cross-Cultural Management"</i> is an important educational component for the preparation of students majoring in 073 "Management" in today's global world. Strengthening the processes of internationalization, integration and competition contribute to the fact that global business continues to grow rapidly, thus integrating the activities of people from different cultures. Modern marketers must understand and know how culture affects consumer motivation in different countries and consumption patterns, how culture affects organizational structures and the effectiveness of teamwork, how to create effective communication and sales channels to avoid conflicts and misunderstandings between business parties. -interactions, reduce the level of asymmetry of information, find compromises in pre-contractual, contractual and post-contractual processes and clearly comply with the terms of signed agreements. Regardless of the cultural content in the management of organizations and marketing activities, all strategic plans can remain only plans.</p>	
3. The purpose and objectives of the course	
<p><i>The purpose of teaching the discipline "Cross-Cultural Management"</i> is to form in future marketers a system of theoretical knowledge and practical skills on the characteristics and needs of consumers belonging to different cultures, as well as the subjective component of culture (myths, traditions, customs, habits and values).), which affects their behaviour, which will allow future professionals to change the offer of goods / services, adapt information, tools and sources of its dissemination in order to maximize the consumer value of goods / services and customer satisfaction.</p> <p><i>Tasks of the discipline:</i> - study of basic concepts, systems and algorithms of cross-cultural management; - coverage of theoretical and methodological and applied aspects of cross-cultural management; - formation of students' practical skills and abilities to apply methods and mechanisms of cross-cultural management; - preparing students to work in a multicultural environment of modern business</p> <p><i>As a result of studying the discipline students should know:</i> - the content of modern theories of cross-cultural management; - methods of making strategic decisions in a cross-cultural environment; - classifications of national business cultures and their measurements. should be able to: - apply theories of cross-cultural management to analyze situations that arise in multinational teams; - take into account the cross-cultural aspect in the implementation of business cooperation with foreign business partners; - to determine the types of national business cultures and take into account their features to increase the efficiency of the organization in the context of economic globalization.</p>	
4. Learning outcomes (competencies)	
<p>Program competencies</p> <p>IC. Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation under uncertain conditions and requirements.</p> <p>GC2.Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).</p> <p>GC 3. Skills of using of information and communication technologies.</p> <p>GC 4. Ability to motivate people and move towards a common goal.</p> <p>GC 5. Ability to act on the basis of ethical considerations (motives).</p> <p>SC 3. Ability for self-development, lifelong learning and effective self-management.</p> <p>SC 5. Ability to create and organize effective communications in the management process.</p> <p>SC 6. Ability to form leadership qualities and demonstrate them in the process of managing people.</p>	

Learning outcomes

SC 8. Ability to use psychological technologies to work with staff.

SC 12. Ability to develop, manage, implement and monitor the implementation of financial plans and investment portfolios, to ensure the effective implementation of projects for the development of organizations and communities.

SC 13. Ability to adapt to different areas of business activity of organizations in terms of functioning in a changing environment, taking into account local and regional communities.

PRR 4. Substantiate and manage projects, generate business ideas.

PRR 9. Be able to communicate in professional and scientific circles in the state and foreign languages.

PRR 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.

PRR 11. To provide personal professional development and planning of own time.

PRR 15. To be able to apply management decisions for the purpose of realization of projects of development of the organizations and communities on the basis of investment designing and financial planning.

PRR 16. Be able to develop, adapt and apply a system of management methods and tools in organizations in close cooperation and cooperation with local communities, local governments and public authorities to ensure synergies and sustainable development of the region.

5. Organization of course learning

Total amount – 180 h

		Total number of hours			
lectures		28			
practical classes		32			
individual work		120			
Course information					
Semester	Specialty	Year of study	Normative / selective		
III	073 Management	second	selective		
Course topics					
Theme, plan	Form of classes	Literature	Task	Weight of the mark	Deadline
Topic 1. The essence and significance of culture in international business. The concept of culture and levels of cultural programming. Classification of crop parameters. Typical reactions to unfamiliar cultures. The main typologies of business culture by F. Trompenaars, R. Lewis, E. Hall.	Lecture, practical classes	[1,2,3,6]	Study lecture material, prepare for practical class	4 points	To the next lesson on schedule
Topic 2. Values, attitudes, behaviour: intercultural diversity. Fundamentals of cultural orientation of society: Values. Attitude. The influence of culture on people's behaviour. Aspects of the value orientation of society: Perception. Attitude to the world	Lecture, practical classes	[1,2,3,7]	Study lecture material, prepare for practical class	4 points	To the next lesson on schedule

around. Relationships. Activity. Perception of time and space. Human perception. Attitude to the world around.					
Topic 3. Intercultural business communication. The subject of cross-cultural management. Problems of intercultural communication. Causes of intercultural conflicts and ways to overcome them. Aspects of understanding messages in different cultures. Business management at the intersection of cultures and the problem of cultural capital of the company. Communications in the international team	Lecture, practical classes	[1,3,4,5,7]	Study lecture material, prepare for practical class	4 points	To the next lesson on schedule
Topic 4. Theory of cultural dimensions G. Hofstede Dimensions of culture by G. Hofstede and GLOBE. Distance from power (high-low). Isolation (individualism-collectivism). Assertiveness (masculinity-femininity). Avoidance of uncertainty (rejection of uncertainty). Strategic thinking (short-term-long-term orientation). Assumptions (indulgence)	Lecture, practical classes	[1,2,3,7,25]	Study lecture material, Pass a test on the topic	5 points	To the next lesson on schedule
Topic 5. Cross-cultural analysis in international marketing. Tasks and methodology of cross-cultural analysis in international marketing. Cross-cultural analysis of advertising communications taking into account national-cultural and legal factors. Comparative characteristics of business cultures, consumers and features of communications in the countries of North America, Asia, Europe and Ukraine	Lecture, practical classes	[1,4,6,8,10,16]	Study lecture material, Pass a test on the topic	5 points	To the next lesson on schedule
Topic 6. Culture and management styles in international organizations Management and cultural values. Cultural differences and management styles. Persuasion as the cause of potential problems at work. Cultural parameters of industrial relations. Reactions of different cultures to established statements.	Lecture, practical classes	[5,6,9,11]	Study lecture material, Pass a test on the topic	5 points	To the next lesson on schedule
Topic 7. Cultural differences in organizations	Lecture, practical	[1,5,6,7]	Study lecture	4 points	To the next lesson on

Cultural parameters of organizational behavior and their characteristics Cultural archetypes of organizations. Models of management culture. Strategies for recognizing the culture of the organization. Strategies for managing cultural diversity. Perception and management of the impact of cultural diversity of the organization. The impact of cultures on the effectiveness of the group.	classes		material, prepare for practical class		schedule
Topic 8. Leadership in an intercultural business environment. The importance of leadership in organizations. Business protocol: cross-cultural aspect. Aspects of leadership. Leadership in terms of cross-cultural management. Basic theories of leadership: situational manifestation in different cultures. Leadership and decision-making through cultural horizons. National leadership styles. Adjustment of the company's policy taking into account cross-cultural differences. Cross-cultural features of international projects.	Lecture, practical classes	[1,4,6,8]	Study lecture material, prepare for practical class	4 points	To the next lesson on schedule
Topic 9. Cross-cultural differences in staff motivation Theories of motivation and their cross-cultural manifestation. Early and modern theories of motivation. Cultural conditionality of theories of motivation. Characteristics of motivation theories and their cross-cultural manifestation. The value of cultural conditionality of theories of motivation. Attitude to work in different cultures. The value of work in human life. Values and job satisfaction. Priorities in the formation of a positive attitude to work. Perception of work as an important activity in life. Application of motivation theories in a multicultural environment. The influence of cultural context on the process of motivation. Possible sources of workplace satisfaction in different countries	Lecture, practical classes	[1,3,5,11]	Study lecture material, prepare for practical class	4 points	To the next lesson on schedule
Topic 10. Cross-cultural aspects	Lecture,	[3,5,11]	Study	4 points	To the next

<p>of international negotiations</p> <p>Features of international negotiations. Tactics of negotiations with foreign partners. Features of negotiations with representatives of Eastern and Western countries. Models of behaviour in negotiations. Success factors of intercultural negotiations. The difference in the patterns of behaviour of partners depending on the stages of negotiations.</p>	<p>practical classes</p>		<p>lecture material, prepare for practical class</p>	<p>lesson on schedule</p>
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6. Course evaluation system

<p>General course evaluation system</p>	<p>100 points - 70 points during the semester and 30 points for the final test</p> <p>"Excellent" - the student demonstrates complete and in-depth knowledge of the material, a reliable level of development of skills, correct and reasonable formulation of practical conclusions, provides a complete reasonable solution of examples and problems, analyzes causal relationships; fluent in scientific terms;</p> <p>"Good" - the student demonstrates complete knowledge of the material, but allows minor omissions of factual material, is able to apply it to solve specific examples and problems, in some cases vaguely formulates generally correct answers, makes some minor mistakes and inaccuracies in solutions;</p> <p>"Satisfactory" - the student has most of the factual material, but does not teach it consistently and logically, allows significant gaps in the answer, does not always know how to properly apply the acquired knowledge to solve specific examples and problems, vaguely and sometimes incorrectly formulates basic allegations and causation;</p> <p>"Unsatisfactory" - the student does not have a sufficient level of necessary knowledge, skills, abilities, scientific terms.</p>
<p>Requirements for written work</p>	<p>The student performs 3 individual presentation works, which are an admission to the test. Their main purpose is to check the independent work of students in the learning process, to identify the degree of mastery of the theoretical provisions of the course.</p>
<p>Seminars</p>	<p>The practical lesson is held in order to form students' skills in the subject, solve problems, check and evaluate them. The purpose and structure of practical classes is a chain that connects theoretical training and teaching practice in the discipline, as well as provides prior control students' knowledge. The grade for the practical lesson is taken into account when setting the final grade for the discipline</p>
<p>Conditions of admission to the final control</p>	<ul style="list-style-type: none"> - evaluation for answers and reports during classroom classes (40 points); - assessment for individual (presentation) work 10 points per each presentation (30 points); - Final test (30 points)

7. Course policy

- independent performance of educational tasks, tasks of current and final control of learning outcomes (for persons with special educational needs this requirement is applied taking into account their individual needs and opportunities);

- links to sources of information in the case of the use of ideas, developments, statements, information;

- providing reliable information about the results of their own educational (scientific, creative) activities, used research methods and sources of information.

Assimilation of the missed topic of the lecture for a good reason is checked during the final control. The omission of the lecture for a disrespectful reason is completed by the student in accordance with the requirements of the department, established at the meeting of the department (interview, abstract, etc.).

Missed practical classes, regardless of the reason for the omission, the student works according to the schedule of consultations. Current "2" academic groups.

8. Recommended literature

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2. Азарова Ю. Мультикультуралізм і сучасні моделі міжкультурної комунікації / Ю. Азарова // Наукові записки Національного університету "Острозька академія". Серія: Культурологія. - 2016. - Вип. 17. - С. 13-19.
3. Афоніна І. Ю. Стратегії комунікативної поведінки в професійно значущих ситуаціях міжкультурного спілкування / І. Ю. Афоніна // Теоретичні і прикладні проблеми психології. - 2013. - № 3. - С. 25-30.
4. Бойко О. Т. Невербальні засоби спілкування у системі міжкультурної комунікації у системі міжкультурної комунікації / О. Т. Бойко // Наукові записки [Національного університету "Острозька академія"]. Сер. : Філологічна. - 2012. - Вип. 23. - С. 14-15.
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7. Коваленко Геннадій Олександрович. Корпоративна культура сучасного підприємства [Текст]: навч. посіб. / Г. О. Коваленко, А. В. Остафійчук; Донбас. держ. машинобуд. акад. (ДДМА). - Краматорськ: ДДМА, 2011. - 132 с.
8. Колбіна Т. В. Сутність міжкультурної комунікації як особливої форми соціальної взаємодії представників різних культур / Т. В. Колбіна // Вісник Харківської державної академії культури. - 2010. - Вип. 31. - С. 105-114
9. Корженко В. В. Вплив національної культури на формування моделі управління: методики крос-культурного менеджменту / В. В. Корженко, Ж. А. Писаренко // Актуальні проблеми державного управління. - 2009. - № 1. - С. 16-26.
10. Ліфінцев Д.С. Формування корпоративної культури на основі концепції кроскультурного менеджменту / Д.С. Ліфінцев // Інвестиції: практика та досвід. - 2015. - № 5. - С. 23 - 26.
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12. Мешко Н. П. Крос-культурний менеджмент у корпоративних стратегіях міжнародних компаній / Н. П. Мешко, О. Є. Буланкіна. // Ефективна економіка. -

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 14. Палеха Ю.І. Етика ділових відносин [Текст]: Навчальний посібник / Ю.І. Палеха. – К.: Кондор, 2007. – 356 с. 19. Персикова Т.Н. Межкультурная коммуникация и корпоративная культура [Текст]: Учебное пособие. - М.: Логос, 2002. - 224 с
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 23. R. Delecta Jenifer, G. P. Raman Cross. Cultural Communication Barriers in Workplace / Jenifer R. Delecta, Cross Raman G.P. // International Journal of Management, vol. 6, Issue 1, January. — 2015. — P. 348—351.
 24. Schein Edgar H. Organizational culture and leadership / E. Schein. John Wiley & Sons. — 2010. — 464 p.
 25. Hofstede G. Culture and organizations. – London: McGraw-Hill, 1991. – 271 p. 13.
 26. Trompenaars F. Riding the wave of culture. – London: Nicholas Brealey, 1993. – 192 p
 27. Стегній О.Г. Методологічні складності крос-культурних досліджень / О.Г. Стегній. // Український соціум. – 2013. - №2(45). – С. 99-111
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Lecturer

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