

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

"ЗАТВЕРДЖУЮ"

Заступник керівника
(проректор з науково-педагогічної роботи)



В. Є. Єрмаченко

КРОС-КУЛЬТУРНИЙ МЕНЕДЖМЕНТ

робоча програма навчальної дисципліни

Галузь знань **07 Управління та адміністрування**
Спеціальність **073 Менеджмент**
Освітній рівень **третій (освітньо-науковий)**

Вид дисципліни
Мова викладання, навчання та оцінювання

вибіркова
англійська

Завідувач кафедри
менеджменту та бізнесу

Т. І. Лепейко

Харків
ХНЕУ ім. С. Кузнеця
2019

MINISTRY OF EDUCATION AND SCIENCE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

CROSS-CULTURAL MANAGEMENT

Syllabus of the discipline

Branch of knowledge **07 «Management and administration»**
Speciality **073 «Management»**
Study level **third (pHD)**

Type of discipline **variable**
Language of teaching, study and assessment **English**

Head of management and business department



Lepeyko T.I.

Kharkiv
Simon Kuznets KhNUE
2019

APPROVED
at the meeting of Management and business department
Protocol № 1 from 29.08.2019 p.

Developer (s):
Blyznyuk T.P., PhD, associate professor of Management and business department

**Renewal and approval list of
Syllabus of the discipline**

Study year	Date of the meeting of the department of syllabus	Number of Protocol	Signature of the head of the department

1. Introduction

The discipline abstract: 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.

The discipline purpose: 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.

Course	1	
Semester	2	
Number of credits ECTS	5	
Classes	lectures	20
	seminars, practices	20
Individual work		110
Form of final control	credit	

Structural and logical scheme of study of the discipline:

Previous disciplines	Following disciplines
Management	Strategic management
Personnel management	
Psychology	

2. Competences and learning outcomes of the discipline:

Competences	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

3. The program of the discipline

Content module 1. Conceptual approaches to cross-cultural management.

Topic 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.

Topic 2. The role of 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.

Topic 3. National culture in the conditions of globalization.

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 business cultures: the practice of cultural interaction

Topic 4. Classification of national culture.

Classification of Florence Kluckhohn and Fred Strodtbeck. 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.

Topic 5. Organizational culture of a multinational organization.

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.

Topic 6. Motivation and leadership styles in different countries

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.

4. Procedure for evaluating learning outcomes

The system of assessment of PhD students' competences takes into account the types of classes that, according to the curriculum of the discipline, include lectures, seminars, practical classes, as well as the performance of independent work. Assessment of PhD students' competences is based on 100-point cumulative system. In accordance with the Simon Kuznets Kharkiv National University of Economics Provisional Regulation "The procedure for evaluating the learning outcomes of PhD students on the cumulative scoring system", control measures include:

current control, which is carried out during the semester during lectures, practical, seminars and is estimated by the sum of points scored (maximum amount - 100 points);

module control, conducted in the form of a complex control work as an intermediate mini-exam at the initiative of the teacher, taking into account the current control for the relevant content module and aims at an *integrated* assessment of the PhD student's learning results after learning the material from the logically completed part of the discipline – the content module;

final / semester control, taken in the form of credit as the total number of points in the discipline (maximum – 100 points), is defined as the sum of points for the PhD student's results in the current control, including the final complex control work (FCCW). The points obtained for the final complex control work (maximum points – 25) are added to the points for current success (minimum points – 35). The credit is given on the results of the PhD student's work throughout the semester.

Conducting PhD students' knowledge ongoing assessment procedure. Assessment of PhD student's knowledge during seminars, practical classes and individual assignments is carried out according to the following criteria:

understanding, the degree of understanding theory of cross-cultural management and methodology of the cross-cultural problems; the degree of mastering the actual material of cross-cultural management; the familiarization with the recommended literature as well as up-to-date literature on the cross-cultural issues; the ability to combine cross-cultural theory with practice; logic, structure, style of presentation of analyzed cross-cultural research in written work and its representation to the audience, the ability to substantiate position, summarize information and draw conclusions in the cross-cultural research; the ability to explain alternative views and the presence of their own point of view, position on a certain problematic cross-cultural issue; quality and clarity of reasoning in the cross-cultural research; logic, structuring and validity of conclusions about a specific problem in the cross-cultural research; independence of work performance; literacy of the represented material; the use of methods of comparison, generalization of concepts and phenomena of cross-cultural research; design analyzed cross-cultural research in written work.

The general criteria for evaluating PhD students' extra-curricular independent work are: depth and strength of knowledge cross-cultural theory and practice, level of thinking, ability to systematize knowledge on separate cross-cultural topics, ability to make conclusions in analyzed cross-cultural research, possession of cross-cultural management categorical apparatus, skills and techniques for performing practical cross-cultural knowledge, carrying out its systematization and processing, self-realization at practical and seminar classes.

Final control of knowledge and competences of PhD students in the discipline is carried out on the basis of carrying out FCCW, the task of which is to test the PhD student's understanding of the program material in general, logic and relationships between individual sections, the ability to creatively use the accumulated knowledge, the ability to formulate their attitude to a particular problem discipline, etc.

The credit is given on the results of the PhD student's work throughout the semester as a general grade in the discipline is defined as the accumulation of points, in particular for active participation in lectures, completion of practical (seminar) tasks, homework, control works points, as well as for FCCW and PhD student's independent work.

FCCW covers the discipline program and provides for the determination of PhD students' level of knowledge and degree of competence.

Each version of FCCW consists of 3 practical situations, which provide the solution of typical professional tasks of a specialist in the workplace and allow diagnosing the level of theoretical training of the PhD student and the level of his competence in the discipline. The FCCW performance score is scored in points (maximum score is 25) and added to the scores for current success (minimum score is 35).

A PhD student should be considered **as certified** if the sum of points obtained on the results of the final / semester control is equal to or exceeds 60.

The total score in semester points is: "60 or more points are counted", "59 and less points are not counted" and are recorded in the academic record "Achievement accounting".

Distribution of scores by weeks

(indicates the means of assessment according to the technology card)

Content module Topics		Lecture s	Practices	Topic tasks	Presentations	Final control work	Control work	Total
1		2	3	4	5	6	7	8
Content module 1.	Topic 1	1 week	1	1				2
		2 week	1	1		5		7
	Topic 2	3 week	1	1				2
		4 week	1	1		5		7
	Topic 3	5 week	1	1				2
		6 week	1	1				2
		7 week	1	1		5		7

1			2	3	4	5	6	7	8
Content module 2.	Topic 4	8 тиждень	1	1					2
		9 тиждень	1	1					2
		10 тиждень	1	1	5				7
	Topic 5	11 тиждень	1	1					2
		12 тиждень	1	1					2
		13 тиждень	1	1	5				7
	Topic 6	14 тиждень	1	1				8	10
		15 тиждень	1	1	5				7
Final complex control work							25		25
Total			15	15	15	15	25	15	100

Rating scale: national and ECTS

Sum of scores for all kinds of educational activity	Score ECTS	Score on a national scale	
		for exam, course project (work), practice	For credit
90 – 100	A	excellent	significant
82 – 89	B	good	
74 – 81	C		
64 – 73	D	satisfactorily	
60 – 63	E	unsatisfactorily	not significant
35 – 59	FX		
1 – 34	F		

5. Recommended literature

Main

1. Hofstede G. Cultures and Organizations: Software for the Mind / G. Hofstede, G. J. Hofstede, M. Minkov / Third edition, N.Y. : McGraw-Hill. – 2010. – 560 p.
2. Hofstede G. Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture. Unit 2. / G. Hofstede. [Electronic resource]. – Access mode: <http://lse2010.narod.ru/olderfiles/LSE2014pdf/LSE2014Hofstede.pdf>.
3. Trompenaars F. Riding the Waves of Culture: Understanding Cultural Diversity in Business / F. Trompenaars, Ch. Hampden-Turner. – NY : McGraw-Hill Trade, 1997. – 265 p.

Additional

4. Blyznyuk T. Features of formation cross-cultural management as an independent science / T. Blyznyuk // Collection of scientific articles «Development strategy of science and education». (Namur, 30 March 2017) – Fidelite editions, Namur, Belgique, 2017. – P. 268–272.
5. Lepeyko T. Profile of modern Ukrainian manager / T. Lepeyko, T. Blyznyuk //

Proceedings Cross-Cultural Business Conference 2016. (Steyr, Austria, 19th-20th of May 2016). Austria, Steyr, School of Management, Steyr Campus – 2016. – P. 256–266 (electronic document).

6. Wackowski K. Modern Ukrainian and Polish business cultures: G. Hofstede's classification / K. Wackowski, T. Blyznyuk // Economic Annals-XXI. – 2017. – № 165 (5-6). – P. 71–74.

Information resources on the Internet

7. Сайт ПНС ХНЕУ ім. Кузнеця [Електронний ресурс]. – Режим доступу: <https://pns.hneu.edu.ua/course/view.php?id=5631>.

8. R. Lewis Official Website [Electronic resource]. – Access mode: <http://blog.crossculture.com/>.

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

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