



Syllabus Intercultural Management

Master's Degree

Field of Knowledge – 07 Management and administration

Specialty - 073 Management

Educational scientific program - International management

Year: 1, Semester: 2

Number of credits: 5, Teaching language: English

Course Instructor

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Contact information

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Course Description

The purpose of the "Intercultural Management" course is the formation of theoretical knowledge and practical skills of cross-cultural competence, behavioral skills necessary for a higher level of social and professional adaptation in the conditions of different cultures. The task of studying the discipline consists in the formation of skills and abilities of a manager in the conditions of a globalized environment and in increasing the effectiveness of management of organizations due to the use of national and cultural features of countries. Learning outcomes are the following: to be able to communicate in foreign languages with representatives of various international professional groups and to conduct business negotiations, taking into account intercultural differences, and to be able to apply the acquired theoretical knowledge to solve practical tasks in the field of international management.

Course Structure

Theme	Outcomes	Tasks
Topic 1. The essence of intercultural management.	Learn the fundamentals of the basic concepts and categories of intercultural management; characteristics of the influence of various cultures on the behavior of people in organization.	Tests, group discussion, case studies
Topic 2. Intercultural diversity. Basics of cultural orientation of society.	Know and apply basic knowledge of cultures in the world of business.	Tests, group discussion, case studies
Topic 3. Theory of	Be able to apply Theory of cultural dimensions H. Hofstede in practice.	Tests, group discussion, case

cultural dimensions H. Hofstede		studies
Topic 4. Culture and management styles in international organizations	Be able to apply the knowledge of cultures and management in international organizations.	Tests, group discussion, case studies
Topic 5. Leadership in an intercultural business environment	Be able to apply theories of leadership and models of the influence of culture on behavior in business.	Tests, group discussion, case studies
Topic 6. Intercultural business communication.	Be able to use the knowledge of verbal and nonverbal communication in different cultures.	Tests, group discussion, case studies
Topic 7. Intercultural aspects of conducting international negotiations.	Be able to apply the knowledge of conducting international negotiations in different cultures.	Tests, group discussion, case studies

Learning Recourses

1. Анісімова Л.А., Жилінська О.І. Менеджмент: практикум. Видання друге. Навч. посіб. К.: 2018. 237 с.
2. Палеха Ю., Мошек Г., Миколайчук І. Основи менеджменту. Теорія і практика: Навч. посіб. К.: Ліпа-К, 2018. 528 с.
3. Рульєв В.А, Гуткевич С.О. Менеджмент. К.: ЦНЛ, 2019. 312 с.
4. Fakhredin, H., Youssef, N., & Anis, M. (2021). Cross-Cultural Management Education: Core for Business Students in the 21st Century. *Journal of Teaching in International Business*, 32(2), 109–134.
5. Guttormsen, D. S. A., & Luring, J. (2018). Fringe Voices in Cross-Cultural Management Research: Silenced and Neglected? *International Studies of Management & Organization*, 48(3), 239–246. <https://doi.org/10.1080/00208825.2018.1480465>
6. The Harvard Business Review Manager's Handbook. Harvard Business Review, 2018.
7. Holden Nigel, Michailova Snejina, & Paul Smita. (2020). Conceptualizing Cross-Cultural Management Competence. Sage UK.
8. Romani, L., Barmeyer, C., Primecz, H., & Pilhofer, K. (2018). Cross-Cultural Management Studies: State of the Field in the Four Research Paradigms. *International Studies of Management & Organization*, 48(3), 247–263. <https://doi.org/10.1080/00208825.2018.1480918>
9. Romani, L., Mahadevan, J., & Primecz, H. (2018). Critical Cross-Cultural Management: Outline and Emerging Contributions. *International Studies of Management & Organization*, 48(4), 403–418. <https://doi.org/10.1080/00208825.2018.1504473>
10. Świątek-Barylska, & Udaya Mohan Devadas. (2021). Facets of Managing in Cross-Cultural Diversity: Vol. First edition. Łódź University Press.

Grading Policies

- **Deadline and retake policy:** Modules are retaken with the permission of the dean's office if there are good reasons (for example, sick leave).
- **Academic Integrity Policy:** write-offs during control work are prohibited (including using mobile devices).
- **Visiting policy:** Attending classes is a mandatory component of the assessment. For objective reasons (for example, illness, international internship, and other reasons), training can take place online with the permission of the university administration.

Grading

Course requirements include the following major independent measures of learners' competency.

Credit module 1	Credit module 2	Credit module 3
30%	40%	30%
1. Participation in classes: 3 topics of 10 points each. 2. Written paper - max. 70 points.	3. Participation in classes: 4 topics of 10 points each. Written paper - max. 60 points.	1. Preparation of CPIT - max. 40 points. 2. CPIT defense - max. 40 points. 3. Participation in trainings - max. 20 points.

Final course grade:

ECTS		
A	90-100	excellent
B	85-89	good
C	75-84	good
D	65-74	satisfactory
E	60-64	satisfactory
FX	35-59	failed (with an opportunity to retest)
F	1-34	failed (with no opportunity to retest)