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“**THE RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY AND PUBLIC ADMINISTRATION**”

The Institute of Business Studies
Department of International Business and Business Administration

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MODULE SYLLABUS

CROSS CULTURAL MANAGEMENT

38.03.02 Management

International Management

Bachelor

Full-time

Intake Year – 2018

Moscow, 2017

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Dean of the DIBBA IBS
PhD, Professor I.V.Kolesnikova

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1. The list of the module's intended learning outcomes, mapped to the learning goals and objectives of the educational program.

1.1. **Module Cross Cultural Management ensures the development of the following competences taking into account the stage of development**:

Competence code	Competence name	Stage of competence development code	Name of the competence development stage
UK-5	Ability to demonstrate tolerance in a multi-culturally diverse society	UK – 5.3	Understanding cultural differences in professional activities.
PK-2	Ability to use various methods of conflict resolution while designing interpersonal, group and organizational communications on the basis of modern technologies of human resources management, including international environment.	PK-2.3	Skills of using various methods of conflict resolution while designing interpersonal, group and organizational communications on the basis of modern technologies of human resources management in an international environment.
PK OS - 21	Ability to adapt an help others to adapt (within the scope of one's responsibilities) to working in a international environment	PK OS – 21.1	Ability to adapt an help others to adapt (within the scope of one's responsibilities) to working in an international environment
PK OS - 22	Ability to identify and understand differences in mentality of international partners and to use them in business communications and team interactions.	PK OS – 22.2	Ability to identify and understand differences in mentality of international partners and to use them in business communications and team interactions.

Upon completion of the module the students should have the following competences

General work functions	Stage of competence development code	Learning outcomes
Ability to establish constructive interaction in the external and internal environments.	PK-2.3	<u>Knowledge level</u> – Cultural diversity of the society and cultural differences between representatives of international teams; – Value systems of representatives of different cultures; – National peculiarities of interpersonal communication;
		<u>Competence level</u> – To organize smooth interaction in international work teams to prevent conflicts, that could result from the differences in communication patterns in different cultures;

		- To determine the nature of a conflict situation in an international team and select appropriate tools and methods of conflict resolution;
		Skills level - To establish communication processes in international teams, that help prevent conflict situations
Ability to perform management and business functions in an international environment	PK OS – 21.1	Knowledge level - Technologies of dapting the staff to working in an international environment. Competence level - Developing adaptation programs for the staff to facilitate work in an international environment, having the skills of using tools and methods of adaptation of the staff to working an international environment.
	PK OS – 22.2	Knowledge level - Differences in mentality of workers in the chosen profession; - Value systems of representatives of different cultures; - National peculiarities of interpersonal communication. Competence level - To determine how a person's mentality affects his professional activity; Skills level: - Using national peculiarities of interpersonal communication in business communications with representatives of different cultures;
	UK OS – 5.3	Competence level: - To illustrate statements on discrimination issues with examples from international anti-discrimination practice. Skills level: - Identifying groups, that are potentially vulnerable to discrimination and require a demonstration of tolerance.

1. **The module's workload in credit units with the number of academic or astronomic contact hours, distributed among different types of learning experiences, students' independent study workload and the module's place in the program's structure and curriculum.**

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Workload

The program curriculum specifies the following workload for the module "Cross Cultural Management":

- Total workload – 2 credit units,

- Contact hours – 28 hours, including 14 lecture hours and 14 seminar hours;
- Independent student work – 44 hours.

The module's place in educational program's structure

The module "Cross Cultural Management" is designed for Year 3 students, and is delivered in Semester 5. Prerequisite modules:

- Psychology (Semester 2)
- Human resources management (Semester 4)
- Ethics and Psychology of Business (semester 4)

Final module assessment – test.

2. **Summary of the module's content by topics (section) with the amount of academic or astronomic hours per topic (section) and types of student learning experiences. The module's structure**.

(full time study format)

Item N	Topic/section name	Module workload, hours						Current and final module assessment
		Total	Contact hours and learning experience types				Self study	
			Lectures	**Lab work**	**Seminars**	**Course paper**		
Topic 1	Introduction. National culture as a source of values and norms. .	8	4		2		4	Q, CS
Topic 2	"Variables" of a national culture and examples of their influence on business cultures..	12	2		4		6	Q, CS
Topic 3	Behavioral differences in business cultures	12	4		2		6	Q, CS, Э
Topic 4	Cultural differences in attitudes to work and work motivation..	12	2		4		6	Q, CS
Topic 5	National peculiarities of management and leadership.	12	2		2		6	Q, CS
Topic 6	Peculiarities of managing transnational corporations and joint ventures.	16	4		4		8	Q, CS, E
Final module assessment								Test
Total:		72	18		18		36	

**- current assessment forms: quiz (Q), Case study (CS),essay (E),.*

Summary of Module Content

Topic 1. Introduction. National culture as a source of values and norms. The main reasons for problems and conflicts in cross cultural communications..

Introduction tot cross cultural management. Module goals and objectives. Basic concepts and definitions. Factors that contribute to the formation of a national culture. Globalization and the importance of cross cultural issues in business. National culture structure. The main types of value orientation. The process of formation of cultural norms and their dynamics. Comparative analysis of values and cultural norms (examples). The dangers of stereotypes. .

Topic 2. "Variables" of a national culture and examples of their influence on business cultures.

The notions of a variable of a national culture. Nature (environment). Human nature. Communications. Space and space symbolism, personal and social space. Attitude towards authorities. The level of individualism, corporate ethics, work motivation. Competitiveness: business style, individuals' behavior in a group. Formalization of procedures, management levels. .

Topic 3. Behavioral differences in business cultures

Nationals peculiarities of interpersonal communications.. Contextuality of culture and the ratio of verbal and non-verbal communications.. Body language in national cultures. National peculiarities of negotiations. Time factor in negotiations. Contents and context of negotiations. Participants' behavior in negotiations. The importance and forms of contacts with partners after negotiations Multilevel international negotiations.

Topic 4. Cultural differences in attitudes to work and work motivation

The importance of work in different cultures. Factors that determine the attitude towards work in different cultures (religion, geography, history etc.). Factors that are important to an employee: salary, status, quality of work, opportunities for professional and career growth, the level of uncertainty, tolerance to risk or inclination to risk, initiative, a need for socialization, team work. Applicability of western theories of motivation to countries with non-European and non-anglo-saxon cultural traditions.

Topic 5. National peculiarities of management and leadership

Management philosophy in different cultures. Holistic and pragmatic approach to management. National peculiarities of corporate cultures. Means and methods of management in different cultures (planning, decision-making, control). Change management and differences in national business cultures. A generalized leadership model. Dominance as a basis for leadership. Applicability of western theories of situational approach to non-European and non-anglo-saxon business cultures. Transfer of effective management methods from one culture to another.

Topic 6. Peculiarities of managing transnational corporations and joint ventures

Interrelation between national cultures and other factors of external environment in the functioning of transnational corporation and joint ventures. Types of organizational structures of transnational corporation. A comparison of American, European and Japanese transnational companies and their relation to respective national business cultures. Peculiarities of creating and functioning of joint ventures: motivation for creating a joint venture, selection of partners, hiring of employees, remuneration systems, professional development of staff.

Interaction of national cultures in Russia. Preparation of managers for working with representatives of other business cultures. The notion of a global manager.

2. Assessment materials and tools for current and final module assessment

4.1. Forms and methods of current assessment and final module assessment

4.1.1. The following methods of current assessment are used in "Cross Cultural Management":

Topic	Current assessment methods
Topic 1. Introduction. National culture as a source of values and norms. The main reasons for problems and	Case study analysis

conflicts Behavioral differences in business cultures in cross cultural communications.	
Topic 2. "Variables" of a national culture and examples of their influence on business cultures.	Case study analysis
Topic 3. Behavioral differences in business cultures	Case study analysis, essay
Topic 4. Cultural differences in attitudes to work and work motivation	Case study analysis
Topic 5. National peculiarities of management and leadership	Case study analysis
Topic 6. Peculiarities of managing transnational corporations and joint ventures	Case study analysis, essay

4.1.2. Final module assessment is administered in the form of a written test and a business game.

Materials for current module assessment

Sample essay topics:

1. Intercultural peculiarities of a national character.
2. Psychological problems in adapting to a different culture.
3. Social characters of Russia.
4. Russian national character in language and folklore.
5. Non-verbal behavior in different cultures..
6. Peculiarities of cognitive process in different cultures.
7. Decision making styles in American, German, Japanese and Russian cultures.
8. Space factor in different cultures.
9. Marketing in different cultures.
10. Culture, corruption, bribery.
11. Communicative behavior in the Russian, American, Japanese etc. cultures (one to be chosen).
12. Corporate and national culture in multinational corporations.

4.3. Assessment tools for final module assessment

4.3.1. The list of competences with the stages of their development in the process of educational program

Competence code	Competence name	Stage of competence development code	Name of the competence development stage
UK-5	Ability to demonstrate tolerance in a multi-culturally diverse society	UK – 5.3	Understanding cultural differences in professional activities
PK-2	Ability to use various methods of conflict resolution while designing interpersonal, group and organizational communications on the basis of modern technologies of human resources management, including international environment.	PK-2.3	Skills of using various methods of conflict resolution while designing interpersonal, group and organizational communications on the basis of modern technologies of human resources management in an international environment
PK OS - 21	Ability to adapt an help others to adapt (within the scope of one's	PK OS – 21.1	Ability to adapt an help others to adapt (within the scope of

	responsibilities) to working in a international environment		one's responsibilities) to working in an international environment
PK OS - 22	Ability to identify and understand differences in mentality of international partners and to use them in business communications and team interactions.	PK OS – 22.2	Ability to identify and understand differences in mentality of international partners and to use them in business communications and team interactions.

4.3.2 Indicators and criteria for assessing competences at different stages of their development

Stage of competence development	Indicator	Criterion
UK OC-5.3	Team work in an international team.	Demonstrates mutual understanding and coordination of actions
PK -2.3	Ability to create conditions (within the scope of one's responsibility) that prevent interpersonal, group and organizational conflicts on the basis of ethnicity.	Demonstrates the ability to find compromises (and ensure a balance of values, positions, interests) while working in an international environment.
PK OS-21.1	Ability to look at a problem form another's standpoint (a representative of another culture)	Demonstrates complete understanding of cultural peculiarities and basic values of "another" culture
PK OS-22.2	Ability to use one's understanding of differences in mentality for establishing constructive interaction and achieving a synergy effect in solving professional problems.	Demonstrates the ability to identify key factors of mentality . that are important in one's professional activity.

4.3.3 Samples of test assignments and other materials (typical assessment materials) used for assessing knowledge, competences and skills and/or activities the stages of competences development in the process of education program progression.

Final module assessment includes a written test (answering questions from the list below) and an analysis of a case study in the form of a business game.

Questions to the written part of the test

1) Factors, contributing to the formation of a national culture.
2) Historical stages of international business development.
3) Intercultural problems in business.
4) Main types of value orientations.
5) Cultural norms and their dynamics.
6) National cultures: general and specific.
7) Main stereotypes in the perception of national cultures.
8) Nature in national cultures.
9) The image of man in natural cultures.

10) Man and the world in national cultures.
11) The notion of time in national cultures
12) Attitude ot social activity in national cultures.
13) Contextuality of cultures and communication styles
14) Space symbolism, personal and social space in national cultures.
15) Attitude toward authorities in national cultures.
16) The level of individualism in national cultures.
17) Competitiveness in national cultures.
18) Thinking patterns in national cultures.
19) Body language in national cultures.
20) National peculiarities of negotiating process.
21) Management philosophy in different cultures.
22) National peculiarities of corporate culture.
23) Change management in different business cultures.
24) Leadership in different national cultures.
25) What is a global manager?

Business game

Case analysis in the format of a business game. Participants (a mini group) play the role of representatives of another national culture and present their solution of the case from the standpoint of this culture. .

4.4. Learning guidelines, explaining the processes used for assessing knowledge, competences and skills and/or activities at different stages of competence development in the process of education program progression

The test includes a written test (answering questions from the list below) and an analysis of a case study in the form of a business game. Time allocated for the written part of the test: 2 academic hours.

The Business game can be administered on another day at a set time. Time allocated to the case study analysis is 45 minutes, which does not include a 15 minute presentation (for each group). The final grade consists of the grade received for the case analysis and presentation and the grade for the written test.

100 point scale	5 point scale	Pass/fail
85-100 points	Excellent	Pass
70-84 points	Good	Pass
55-69 points	Satisfactory	Pass
Less than 55 points	Unsatisfactory	Fail

5. Learning guidelines

6. The lists of essential and further reading, necessary for studying the module, a list of recommended internet sources, teaching materials and guidelines for students' independent study

6.1 Essential reading

1. Myasoedov S.P. Cross cultural management a textbook for bachelor and master students. / 3d edition. — M. : Uraite press, 2016. — 314 p. —. — ISBN 978-5-9916-4515-7. 435DBD43-2B0D-4B2C-98AA-704901583630

6.2 Further reading

1. Myasoedov S.P The basics of cross cultural management. Study Guide / Myasoedov S.P . - 2-d edition. M.,Delo Press RANEPA,2012

6.3 Self-study guides

Not used

6.4 Legal and normative documents

Not used

6.5 Internet sources

1. https://geert-hofstede.com/countries.html
   http://www.psychologos.ru/categories/view/kross-kulturnye_issledovaniya
2. http://ethology.ru/cross_cultural_survey/

6.6 Other sources

1. Holden, N.D. Cross cultural management. A concept of cognitive management: Stufy Guide / Holden, N.D.- M. : UNITA-DANA 2012.

7. The necessary equipment and technology used for implementing the educational process for the module, including a list of software and information databases if applicable

Classrooms for lectures338/5.

Classrooms for seminars – 224/5, 236/2

- ✓ a notebook (software MS Office)
- ✓ multimedia projector
- ✓ flip chart