

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ЗАХІДНОУКРАЇНСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ**

ЗАТВЕРДЖУЮ

Директор Навчально-наукового
інституту міжнародних відносин
ім. Б.Д. Гаврилишина
Ірина ІВАЩУК

« 29 » вересня 2023 р.



ЗАТВЕРДЖУЮ

В. о. проректора з науково-
педагогічної роботи
Віктор ОСТРОВЕРХОВ

« 29 » вересня 2023 р.



COURSE OUTLINE

«INTERCULTURAL MANAGEMENT»

Degree of Higher Education	Master's
Field of knowledge	07 Management and Administration
Specialty	073 Management
Educational and scientific program	International Management

Department of International Economic Relations

Form of study	Study year	Semester	Lectures	Practicals	ISW (hours)	Training, CPIT (hours)	IWS (hours)	Totally (hours)	Credit
Full-time	1	2	30	15	5	6	94	150	2

**Ternopil - WUNU
2023**

The course outline was compiled by Natalia BATRYN, PhD, Associate Professor of the Department of International Economic Relations.

The course outline was approved at the meeting of the Department of International Economic Relations, minutes No.3 from 29.09. 2023.

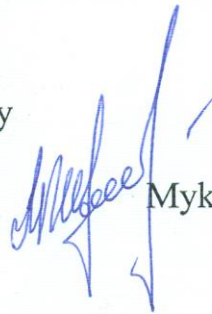
Head of
the Department of International Economic Relations
Doctor of Economic Sciences,
Professor



Roman ZVARYCH

Approved by the Board for Quality Assurance of 073 Speciality "Management",
minutes № 2 from 29.09.2023.

Head of
the Board for Quality Assurance of the Speciality
Doctor of Economic Sciences,
Professor



Mykhailo SHKILNIAK

Guarantor
of the educational and scientific program
Candidate of Economic Sciences,
Associate Professor



Tetiana DLUHOPOLSKA

STRUCTURE OF THE COURSE « INTERCULTURAL MANAGEMENT»

1. DESCRIPTION OF THE COURSE « INTERCULTURAL MANAGEMENT»

Course Intercultural management	Field of study, Specialty, Degree	Course description
ECTS Credits – 5	Field of study – 07 Management and administration	Selective course Working language - English
Test modules - 3	Specialty – 073 “Management”	Study Year– 1 Semester – 2
Content modules – 2		Lectures - 30 hours Practical classes– 15 hours
Total amount of hours – 150	Degree – Master’s	Independent work - 94 hours Training, CPIT - 6 hours Individual work - 5 hours
Week hours 10 hours, class hours – 3 hours;		Type of final control - credit

2. LEARNING OBJECTIVES AND OUTCOMES

2.1. The purpose of studying the course. The purpose of the "Intercultural Management" course is the formation of theoretical knowledge and practical skills of intercultural competence, behavioral skills necessary for a higher level of social and professional adaptation in the conditions of different cultures.

2.2. Learning objectives.

The learning objectives of studying the discipline "Intercultural management» are 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.

3. COURSE OUTLINE

Content module 1. History, evolution and basic concepts of intercultural management.

Theme 1. The essence of intercultural management. The main functions of culture in society. The essence of the concept of "culture" and the evolution of views. Characteristics of culture in the context of intercultural management. Models of the influence of culture on management and business.

Theme 2. Intercultural diversity. Basics of cultural orientation of society. The influence of culture on people's behavior. Aspects of value orientation of society: perception, attitude to the surrounding world, relationships, activity. Perception of time and space. Human perception. Classification of culture parameters. Basic typologies of business cultures. Model of culture by F. Trompenaars and C. Hampden-Turner. E. Hall's "iceberg" model.

Theme 3. Theory of cultural dimensions by H. Hofstede Dimensions of culture according to H. Hofstede and GLOBE. Distance from the authorities (high-low). Isolation (individualism-collectivism). Assertiveness (masculinity and femininity). Avoidance of uncertainty (rejection of uncertainty). Strategic thinking (short-term and long-term orientation). Admission (indulgence)

Content module 2. Intercultural management as a process of applying management concepts and tools in a multicultural environment

Theme 4. Culture and management styles in international organizations Management and cultural values. Cultural differences and management styles. Beliefs as causes of potential problems at work. Cultural parameters of industrial relations. Reactions of different cultures to established statements.

Theme 5. Leadership in an intercultural business environment. The role of leadership in organizations. Leadership from the point of view of intercultural management. Basic theories of leadership: situational manifestation in different cultures. National styles of leadership. Adjusting the management of the company taking into account intercultural differences. Cross-cultural differences in the understanding of personnel motivation.

Theme 6. Intercultural business communication. Problems of intercultural communication. Causes of intercultural conflicts and ways to overcome them. Communications in an international team. National peculiarities of communication. Peculiarities of communication with representatives of different nations. Peculiarities of communication with representatives of European countries. Peculiarities of communication with representatives of Asian countries.

Theme 7. Intercultural aspects of conducting international negotiations. The influence of culture on the tactics of negotiations with foreign partners. Peculiarities of conducting negotiations with representatives of Eastern and Western countries. Models of behavior in negotiations. Success factors of intercultural negotiations. The difference in models of behavior of partners depending on the stages of negotiations.

4. CREDIT STRUCTURE

	Themes	Hours					Forms of control
		Lectures	Practical	Indiv. SW	Indep .SW	Training, CPIT	
<i>Content module 1. History, evolution and basic concepts of intercultural management.</i>							
1.	Theme 1. The essence of intercultural management.	4	2		15	4	Tests, group discussion case studies
2.	Theme 2. Intercultural diversity. Basics of cultural orientation of society.	4	2	1	15		Tests, group discussion case studies
3.	Theme 3. Theory of cultural dimensions H. Hofstede	4	2	1	15		Tests, group discussion case studies
<i>Content module 2. Intercultural management as a process of applying management concepts and tools in a multicultural environment</i>							

4.	Theme 4. Culture and management styles in international organizations	4	2	1	15	2	Tests, group discussion case studies
5.	Theme 5. Leadership in an intercultural business environment	4	2	1	15		Tests, group discussion case studies
6.	Theme 6. Intercultural business communication.	4	2	1	10		Tests, group discussion case studies
7.	Theme 7. Intercultural aspects of conducting international negotiations.	6	3		9		Tests, group discussion case studies
Totally		30	15	5	94	6	

5. CONTENT OF PRACTICAL CLASSES

Practical lesson 1

Theme: The essence of intercultural management.

Purpose: To acquaint students with the theoretical foundations of the emergence of intercultural management, to study models of the influence of culture on management and business.

Questions for discussion:

1. The essence of intercultural management.
2. Forms of manifestation of intercultural management in the modern world.
3. The main tasks of intercultural management.
4. Evolution of views regarding cultural features of international business contacts.
5. The influence of cultural and religious characteristics of nations on conducting international business.
6. Cultural features of conducting European business.

Practical lesson 2

Theme: Intercultural diversity. Basics of cultural orientation of society.

Purpose: To acquaint students with the peculiarities of the formation of business culture and the forms of its manifestation, to study the main typologies of business cultures.

Questions for discussion:

1. Basics of cultural orientation of society.
2. The influence of culture on people's behavior.
3. Aspects of value orientation of society: perception, attitude to the surrounding world, relationships, activities.
4. Perception of time and space. Human perception.
5. Classification of culture parameters.
6. Basic typologies of business cultures.

7. Model of culture by F. Trompenaars and C. Hampden-Turner.
8. E. Hall's "iceberg" model.

Practical lesson 3

Theme: Theory of cultural dimensions by H. Hofstede.

Purpose: To acquaint students with the features and differences of dimensions of culture according to H. Hofstede.

Questions for discussion:

1. Dimensions of culture according to H. Hofstede and GLOBE.
2. Distance from power (high-low).
3. Isolation (individualism-collectivism).
4. Assertiveness (masculinity and femininity).
5. Avoidance of uncertainty (uncertainty rejection).
6. Strategic thinking (short-term and long-term orientation).
7. Admission (indulgence)

Practical lesson 4

Theme: Culture and management styles in international organizations.

Purpose: To acquaint students with the features and differences of management styles in international organizations.

Questions for discussion:

1. Management and cultural values.
2. Cultural differences and management styles.
3. Beliefs as causes of potential problems at work.
4. Cultural parameters of industrial relations.
5. Reactions of different cultures to established statements.

Practical lesson 5

Theme: Leadership in an intercultural business environment.

Purpose: To acquaint students with the features of leadership from the point of view of intercultural management.

Questions for discussion:

1. The role of leadership in organizations.
2. Leadership from the point of view of intercultural management.
3. Basic theories of leadership: situational manifestation in different cultures.
4. National styles of leadership.
5. Adjustment of company management taking into account intercultural differences.
6. Cross-cultural differences in the understanding of personnel motivation.

Practical lesson 6

Theme: Intercultural business communication.

Purpose: To acquaint students with the problems of intercultural communication.

Questions for discussion:

1. Causes of intercultural conflicts and ways to overcome them.
2. Communications in an international team.
3. National features of communication.
4. Peculiarities of communication with representatives of different nations.
5. Peculiarities of communication with representatives of European countries.
6. Peculiarities of communication with representatives of Asian countries.

Practical lesson 7

Theme: Intercultural aspects of conducting international negotiations.

Purpose: To acquaint students with the peculiarities of intercultural business communication in different countries of the world and conducting international negotiations.

Questions for discussion:

1. The influence of culture on the tactics of negotiations with foreign partners.
2. Peculiarities of conducting negotiations with representatives of Eastern and Western countries.
3. Models of behavior at negotiations.
4. Success factors of intercultural negotiations.
5. The difference in models of behavior of partners depending on the stages of negotiations.

6. COMPLEX PRACTICAL INDIVIDUAL TASK

CPIT from the discipline “Intercultural Management” takes the form of initial situational situations that everyone loves. The purpose of the CPIT I is to demonstrate the ability to carry out careful research, to critically evaluate and interpret the complex patterns of behavior of people in organizational minds, and also to effectively convey your arguments to the listener (reader). The CPIT is based on the benefits and rules communicated to students in the future and is one of the obligatory warehouse warehouse credits. The CPI is presented to the student in the first two years and is completed throughout the semester according to the established schedule, subject to any necessary change of mind before completing the modules.

7. CONTENT AND TASKS FOR STUDENTS' INDEPENDENT WORK

	Themes
1	The history of the formation of intercultural management as a science.
2	Basic concepts and categories of intercultural management.
3	Concept of business culture and its typology.
4	Ukrainian business mentality and its characteristics.
5	Concepts, phases, methods of preventing culture shock.
6	Modern understanding of cultures as a universal human habitat.
7	Polyactive cultures. The theory of E. Hall.
8	The system of cultural values according to the theory of H. Hofstede.
9	Cultural differences and their influence on management according to the theory of F. Trompenaars.
10	Causes, course, prevention and overcoming of intercultural conflicts.
	Totally

8. TRAINING

The training is conducted using the traditional case method. Students analyze a business situation using interactive methods, called Case study (case method, situation analysis method)

The essence of the method lies in the selection of specific cases (situations, stories, texts of which are called “cases”) for detailed analysis, discussion and development of solutions by students. The basic principles of the case method include:

- get started in researching theoretical material for the analysis of practical problems;
- formulated skills for assessing the situation, choosing and organizing the search for basic information;
- formulate food and drink;
- carefully develop a wide variety of approaches before implementing the action plan;
- formed in the name of independently making decisions in the minds of insignificance;

- formulated skills and techniques for comprehensive analysis of the situation, forecasting ways of developing the situation;
- formulated in mind and a skill for constructive criticism.

The case method has great advantages, since it is not only the initial ones, but also has a great spiritual potential from the position of forming special components:

- development of practicality;
- development of creativity;
- molded construction to competitiveness;
- formalized readiness to take responsibility for the results of a thorough analysis of the situation and for the work of the entire group;
- molded foam in itself;
- molded consumer goods;
- development of willow bones, straightness;
- molded robotic skills in a group;
- formed skills of communicative culture;
- molded socially active and life-competent characteristics, created for self-development, self-improvement and self-realization.

9. EVALUATION TOOLS AND LEARNING RESULTS DEMONSTRATING METHODS

In the process of studying the discipline “Intercultural Management”, the latest methods for assessing the student’s initial work are being developed:

- more precise testing and assessment of the level of student activity under the hour of practical tasks;
- sub-bag testing and/or written control work on the skin substitution module, and/or testing of hall modular projects;
- modular robots;
- evaluation of the KPIT.

10. EVALUATION POLICY

The final score (on a 100-point scale) is determined as a weighted average, depending on the specific weight of each credit component:

Module 1	Module 2	Module 3
30%	40%	30%
1. Grades in classes: 3 Themes of 10 points each - max. 30 points. Written work - max. 70 points.	1. Grades in classes: 4 Themes of 10 points each - max. 40 points. 2. Written work - max. 60 points.	1. Preparation of CPIT - max. 40 points. 2. Defence of CPIT - max. 40 points. 3. Participation in trainings - max. 20 points.

Evaluation scale

University's scale	National scale	ECTS scale
90 – 100	«Excellent»	A
85 – 89	«Good»	B
75 – 84	«Good»	C
65 – 74	«Satisfactory»	D
60 – 64	«Satisfactory»	E
35 – 59	«Unsatisfactory with an opportunity to retest»	FX
1 – 34	«Unsatisfactory with a mandatory course repeat»	F

11. EQUIPMENT AND SOFTWARE FOR THE COURSE

№	Equipment	Themes
1	Notebook	1 - 7
2	Multimedia projector	
3	Interactive board	

REFERENCES

1. Anisimova L.A., Zhilinska O.I. Management: workshop. See a friend. Navch. pos_b. K.: 2018. 237 p.
2. Palekha Y., Moshek G., Mikolaichuk I. Fundamentals of management. Theory and practice: Navch. pos_b. K.: Lira-K, 2018. 528 p.
3. Rulev V.A., Gutkevich S.O. Management. K.: TsNL, 2019. 312 p.
4. Fakhreldin, 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.

Internet resources

1. National Library of Ukraine named after V.I. Vernadskyi. URL: <http://www.nbuv.gov.ua> Library named after L. Kanishchenko of the West Ukrainian National University. URL: <http://library.wunu.edu.ua/index.php/uk/>
2. Library named after L. Kanishchenko of the West Ukrainian National University. URL: <http://library.wunu.edu.ua/index.php/uk/>
3. Library named after V.G. Korolenko. URL: <http://korolenko.kharkov.com/>
4. Regulatory and legal framework of Ukraine. URL: <http://zakon3.rada.gov.ua/>
5. Student electronic library. URL: <http://www.lib.ua-ru.net/>
6. Ternopil Regional Universal Scientific Library. URL: <https://library.te.ua/>

