МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО
на засіданні кафедри
менеджменту та бізнесу
Протокол № 1 від 25.08.2023 р.

ПОГОДЖЕНО
Проректор з навчально-методичної роботи

_____ Каріна НЕМАШКАЛО

КРОС-КУЛЬТУРНИЙ МЕНЕДЖМЕНТ

робоча програма навчальної дисципліни (РПНД)

Галузь знань	07 «Управління та адміністрування»
Спеціальність	073 «Менеджмент»
Освітній рівень	перший (бакалаврський)
Освітня програма	«Бізнес-адміністрування»

Статус дисципліни	обов'язкова
Мова викладання, навчання та оцінювання	англійська

Розробники:

д.е.н., професор	_____	Тетяна БЛИЗНЮК
к.е.н., доцент	_____	Катерина КРИВОБОК
к.е.н., доцент	_____	Оксана НЕЧИПОРУК
к.е.н., викладач	_____	Маргарита СОБАКАР

Завідувач кафедри менеджменту та бізнесу	_____	Тетяна ЛЕПЕЙКО
Гарант програми	_____	Ольга МИРОНОВА

Харків
2023

APPROVED
at the meeting of department
management and business
Protocol № 1 of 25.08.2023

AGREED
Vice-rector for educational and methodical work

Karina NEMASHKALO

CROSS-CULTURAL MANAGEMENT

Program of the course

Field of knowledge	**07 «Management and administration»**
Specialty	**073 «Management»**
Study cycle	**first (bachelor)**
Study programme	**«Business-administration»**

Course status	mandatory
Language	English

Developers:

Doctor in Economics, Professor		Tetyana BLYZNYUK
PhD (Economics), Associate professor		Kateryna KRYVOBOK
PhD (Economics), Associate professor		Oksana NECHIPORUK
PhD (Economics), Lecturer		Margaryta SOBOKAR

Head of management and business department		Tetyana LEPEYKO
Head of Study Programme		Olga MYRONOVA

Kharkiv
2023

INTRODUCTION

Cross-cultural management is the management of relations that arise on the border of national and organizational cultures, research into the causes of intercultural conflicts and their neutralization, clarification and use in the management of the organization of patterns of behavior inherent in the national business culture. Effective cross-cultural management means conducting business jointly with representatives of other cultures, based on the recognition and respect of cross-cultural differences and the formation of a common corporate system of values that would be perceived and recognized by each member of a multinational team.

The purpose of the course is the formation of a cross-cultural approach to conducting business in modern conditions of globalization in order to increase the effectiveness of managerial interaction of representatives of different national cultures.

The objectives of the course are:

- research into the causes of intercultural conflicts;

- finding out the patterns of behavior characteristic of the national business culture.

The object of study of the discipline is the process of managing relations that arise on the border of national and organizational cultures, researching the causes of intercultural conflicts and their neutralization, clarifying and using patterns of behavior characteristic of national business culture in managing an organization.

The subject of the course is the principles, forms and methods of managing relations that arise on the border of national and organizational cultures, the study of the causes of intercultural conflicts

The results of training and competence formed by the course are defined in the table. 1.

Table 1

Learning outcomes and competences formed by the course

Learning outcomes	Competencies
LO 1	GC 13
LO 2	GC 13
LO 4	SC 19
LO 5	SC 11
LO 8	GC 13, SC 11
LO 9	SC 5
LO 11	GC 7, GC 14, SC 20
LO 13	GC 14
LO 15	GC 4, GC 13, GC 14, SC 6, SC 14
LO 17	GC 14
LO 19	SC 17

LO 20	GC 14
LO 21	GC 5, SC 17

where, GC4. Ability to apply knowledge in practical situations.

GC5. Knowledge and understanding of the subject area and understanding of professional activities.

GC7. Ability to communicate in a foreign language.

GC13. Valuing and respecting diversity and multiculturalism.

GC14. Ability to work in an international context.

SC5. Ability to manage the organization and its divisions through the implementation of management functions.

SC6. Ability to act in a socially responsible and conscious manner.

SC11. Ability to create and organize effective communications in the management process.

SC14. Understand the principles of psychology and use them in professional activities.

SC17. Ability to perform practical tasks within a specific functional area in an international environment.

SC19. Ability to create conditions at the enterprise that promote the emergence and promotion of innovations, understand existing and new technology and its impact on new/future markets.

SC20. Ability to develop effective procedures and communication mechanisms for interpersonal interaction in the business environment, including adaptation to new situations.

LO1. Know own rights and responsibilities as a member of society, understand the values of civil society, the rule of law, human and civil rights and freedoms in Ukraine.

LO2. Preserve moral, cultural, scientific values and multiply the achievements of society, use various types and forms of physical activity to lead a healthy lifestyle.

LO4. Demonstrate skills in identifying problems and justifying management decisions.

LO5. Describe the content of the functional areas of an organization's activities.

LO8. Implement management techniques to ensure the effectiveness of the organization.

LO9. Demonstrate interaction, leadership, and teamwork skills.

LO11. Demonstrate skills in situation analysis and communication in various areas of the organization's activities.

LO13. Communicate orally and in writing in the state and foreign languages.

LO15. Demonstrate the ability to act socially responsible and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturalism.

LO17. Perform research individually and/or in a group under the guidance of a leader.

LO19. Demonstrate skills in analyzing and synthesizing information, applying them to analyze and solve problems in various areas of business and management.

LO20. Coordinate aspects of business organizations that contribute to the efficiency of its work.

LO21. Demonstrate communication, research, technological and cross-cultural skills necessary to analyze business situations, prepare, justify and present management decisions.

COURSE CONTENT

Content module 1. Conceptual approaches to cross-cultural management.
Topic 1. Evolution and main concepts of cross-cultural management.
1.1. International business in the establishment and formation of cross-cultural management.

Eras of international business development. The main features of international business in the era of globalization. Factors affecting modern international business.

1.2. Formation of cross-cultural management as an interdisciplinary science.

Stages of formation of cross-cultural management as an independent science. The 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 nature of cross-cultural management. Levels of cross-cultural management.

1.3. Evolution of paradigms in cross-cultural management.

Comparative characteristics of the main paradigms at the first stage of the formation of cross-cultural management. The Farmer-Richman model of organizational management effectiveness. The Negandhi-Prasada Model of Organizational Effectiveness. EPRG model. Aspects of cross-cultural management.

Topic 2. The role of the phenomenon of "culture" in cross-cultural management.

2.1. Analysis of the essence of the concept of "culture".

Basic approaches to the role of the phenomenon of "culture" in cross-cultural management. Systematization and analysis of the author's concepts of the definition of "culture" in the context of cross-cultural management.

2.2. Approaches to determining the role of culture in international business.

Approaches to determining the role of culture in international business (according to R. Robinson). Universal approach. A systematic approach. Value approach. Model by T. Gladwin and V. Terpstra. Classification of personalities by values and interests. Model of culture by F. Trompenaars and C. Hampden-Turner. The model of culture as "collective programming". Levels of culture (according to H. Hofstede). Levels of human personality (mental programming by H. Hofstede). E. Hall's "iceberg" model.

2.3. Basic functions of culture and characteristics of culture in the context of cross-cultural management

The 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. Interaction of different cultures.

3.1. National culture and its components in modern conditions.

Concept of national culture. Basic elements of national culture. Peculiarities of the communication process under the mutual influence of national culture. The main causes of violations of intercultural communications. Types of stereotypes. Influence of world religions on national culture.

3.2. Main characteristics of cross-cultural interaction.

The main characteristics of the interaction of different cultures. Components of the process of human ontogenesis. Mechanisms of inculturation. Basic characteristics of acculturation strategies. Results of acculturation.

3.3. Culture shock.

Interaction with other cultures: development of basic values and attitudes (based on the approach of R. Lewis). The main categories of symptoms of culture shock. Factors affecting the duration of acculturation in the process of cross-cultural interaction of the individual. Phases of culture shock.

Content module 2. National business cultures: the practice of cultural interaction
Topic 4. Classifications of national cultures
4.1. Classification of F. Klachon and F. Schrodtbeck.

Value dimensions according to the basic problems of society. Man's attitude to the natural environment. Attitude towards others. Time orientation. Innate tendency.

4.2. Classification of H. Hofstede

"Power Distance "(PDI). "Individualism versus collectivism" (IDV). "Masculinity versus femininity" (MAS). "Uncertainty Avoidance" (UAI). "Time Orientation" (LTO). "Indulgence versus restriction" (IND).

4.3. Classification of E. Hall and M. Hall.

Nature of space use. Main characteristics of high- and low-context cultures. Nature of time use. The influence of the nature of time use on the manager's behavior.

4.4. Classification of R. Lewis.

Monoactive (linear-active) cultures as task-oriented. Polyactive (multi-active) as orientation to interpersonal relations (people-oriented). Reactive (reactive) cultures as an orientation to maintaining reputation (respect-oriented listeners). Triangle of R. Lewis.

4.5. Classification of F. Trompenaars and C. Hampden-Turner.

«Universalism - particularism." "Individualism - collectivism". "Specificity - diffuseness". "Emotionality is neutrality." "Achievement is an ascription." "Sequence - synchronicity" (dimension of time). "External control - internal control" (harmony with the surrounding world).

4.6. Classification of R. Gesteland.

Business orientation. Relation to status, hierarchy. Time orientation. Expressive style. Clusters of cross-cultural models of negotiation behavior.

4.7. Classification of S. Ronen and O. Shenkar.

Clusters of countries of the world (according to S. Ronen and O. Shenkar).

Topic 5. Organizational culture of a multinational organization
5.1. Concept of organizational culture

The essence of the concept of "organizational culture". Levels of organizational culture (E. Shane's approach). Values of the organizational culture of successful companies (the approach of T. Peters and R. Waterman). Characteristics of organizational culture (formed on the basis of the approach of F. Harris and R. Moran.

5.2. Functions and properties of organizational culture.

Functions of organizational culture. Properties of organizational culture.

5.3. Classifications of organizational cultures.

Classification by C. Handy and R. Harrison. Classification by T. Deal and A. Kennedy. Classification by K. Cameron and R. Quinn. Classification by F. Trompenaars and C. Hampden-Turner. Classification by H. Hostede, G. J. Hofstede and M. Minkov. R. Ackoff's classification. Classification by U. Ouchi.

Topic 6. Motivation and leadership styles in different countries.
6.1. Motivation in different countries.

Significance of labor activity 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 personnel. National specifics of promotion, training and retraining of personnel.

6.2. Leadership styles in different countries.

Characteristics of national leadership styles. Western and Eastern versions of the organization of power. They differ in their views on status and leadership. Factors influencing the effectiveness of leadership in different cultures.

The list of practical (seminar) studies in the course is given in table 2.

Table 2

List of practical (seminar) studies

Name of the topic and / or task	Content
Topic 1. Task 1. Business situation " What Did She Say?"	Analysis of the situation and its causes. This is what cross-cultural conflict is all about and how to resolve it.
Topic 1. Seminar 1: The history of the emergence of cross-cultural management and the stages of its formation	Peculiarities of the history of cross-cultural management. Concept and essence of cross-cultural management. Subject, goals, methods and tasks of cross-cultural management. The main directions and current problems of studying cross-cultural management. The concept of communication in the context of cross-cultural management. Lasswell's model of communication. The Farmer-Richman model of organizational management effectiveness. The Negandha-Prasada Model of Organizational Effectiveness. EPRG model (according to X. Perlmutter). Aspects of cross-cultural management (according to J. Holden).
Topic 2. Task 2. Business situation "He Threatened Me! "	Analysis of the situation and its causes. This is what cross-cultural conflict is all about and how to resolve it.
Topic 2. Seminar 2: "The role of the phenomenon of "culture" in cross-cultural management"	Analysis of the essence of the concept of "culture". Approaches to determining the role of culture in international business. The system of organizational culture in the context of the national component. The main functions of culture in society. Characteristics of culture in the context of cross-cultural management.
Topic 3. Task 3. Business situation " Internet exercise: BMW goes national and international"	Analysis of the situation and its causes. This is what cross-cultural conflict is all about and how to resolve it.
Topic 3. Seminar 3: "National culture in the conditions of globalization. Interaction of different cultures"	Concept of national culture. Basic elements of national culture. Peculiarities of the communication process under the influence of national culture. Components of the process of human ontogenesis. Mechanisms of inculturation. Basic characteristics of acculturation strategies. Results of acculturation. Factors affecting the duration of acculturation in the process of cross-cultural interaction of the individual. Cross-cultural shock, its mechanism, ways to overcome it. Management of intercultural differences. Specifics of professional activity and training of managers who work in situations of intercultural interaction. Global business: interpenetration and synergy of cultures.
Topic 4. Creative task. Part 1. "Analysis of the country's national culture according to certain classifications"	Cultural profile of the selected country. Analysis of the national culture of the selected country according to certain classifications (Hofstede, etc.) with a detailed analysis of each cultural characteristic
Topic 5. Creative task. Part 2. "Analysis of dominant types of organizational culture in the	Analysis of dominant types of organizational culture in the national culture of the selected country with defined classifications with a detailed analysis of each cultural feature

national culture of the country with defined classifications"	
Topic 6. Creative task. Part 3. "Analysis of national characteristics of motivation and leadership"	Analysis of national characteristics of motivation and leadership in the selected country with examples of national style of leadership and motivation

The list of self-studies in the course is given in table 3.

<div align="right">Table 3</div>

<div align="center">The list of self-studies</div>

Name of the topic and / or task	Content
Topic 1.	Studying lecture material
Seminar 1: The history of the emergence of cross-cultural management and the stages of its formation	Preparation of a report for participation in the seminar
Topic 2.	Studying lecture material
Seminar 2: "The role of the phenomenon of "culture" in cross-cultural management"	Preparation of a report for participation in the seminar
Topic 3.	Studying lecture material
Seminar 3: "National culture in the conditions of globalization. Interaction of different cultures"	Preparation of a report for participation in the seminar
Topic 4.	Studying lecture material
Creative task. Part 1. "Analysis of the country's national culture according to certain classifications"	Analysis of the national culture of the country according to certain classifications. Preparation of analysis results in the form of a presentation
Topic 5.	Studying lecture material
Creative task. Part 2. "Analysis of dominant types of organizational culture in the national culture of the country with defined classifications"	Analysis of dominant types of organizational culture in the national culture of the country with defined classifications. Preparation of analysis results in the form of a presentation
Topic 6.	Studying lecture material
Creative task. Part 3. "Analysis of national characteristics of motivation and leadership"	Analysis of national characteristics of motivation and leadership. Preparation of analysis results in the form of a presentation

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching an course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such learning methods as:

Verbal (lecture (Topic 1, 2, 3, 4), problem lecture (Topic 5, 6).

In person (demonstration (Topic 1-6)).

Practical (practical work (Topic 1-6), seminar-discussions (topics 1-3), case method (topic 1-3), individual research work during the performance of a creative task (topics 4-6).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for evaluating the learning outcomes of students.

Current control is carried out during lecture, practical and seminar classes and has the purpose of checking the level of preparedness of the student of higher education for the performance of specific work and is evaluated by the sum of points scored:

for courses with a form of semester control as grading: maximum amount is 100 points; minimum amount required is 60 points.

The final control includes the semester control and certification of the student.

Semester control is carried out in the form of grading.

The final grade by academic discipline is determined by:

- − for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

During the teaching of the course, the following control measures are used:

Current control:

competence-oriented task (15 points); seminars-discussions (15 points); creative task (3 parts) (30 points); test papers (15 points); final test (25 points).

Semester control: Grading.

More detailed information about the evaluation system is provided in the technological card of the course.

RECOMMENDED LITERATURE

Main

1. Теорія управління [Електронний ресурс] : навчальний посібник / І.А. Грузіна, І.О. Кінас, І.М. Перерва [та ін.]; Харківський національний економічний університет ім. С. Кузнеця. — Електрон. текстові дан. (1,25 МБ). — Харків : ХНЕУ ім. С. Кузнеця, 2021. — 137 с. Режим доступу: http://repository.hneu.edu.ua/handle/123456789/27798

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

Additional

3. Близнюк Т. П. Крос-культурні особливості менеджменту сучасної мультинаціональної організації: монографія. – Харків: ФОП Лібуркіна Л. М., 2017. – 296 с. – Режим доступу: http://repository.hneu.edu.ua/handle/123456789/26203

4. 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.

5. 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. Режим доступу: http://repository.hneu.edu.ua/handle/123456789/16869

6. Cross-Cultural Management. Practicum for Bachelor's (first) degree students of speciality 073 "Management" [Electronic resource] / compil. by T. Blyznyuk; Simon Kuznets Kharkiv national university of economics. - E-text data (141 КБ). - Kharkiv : S. Kuznets KhNUE, 2021. - 55 p. – Режим доступу: http://repository.hneu.edu.ua/handle/123456789/25684

7. Zehetner A. Generation Z's Expectations of Their Leaders: A Cross-cultural, Multi-dimensional Investigation of Leadership Styles / A. Zehetner A. , D. Zehetner, T. Lepeyko, T. Blyznyuk // Proceedings of the European Conference on Management, Leadership and Governance, 2022, 2022-November, P. 447–455

Інформаційні ресурси

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

9. G. Hofstede Official Website [Electronic resource]. – Access mode: https://geerthofstede.com.

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

11. Blyznyuk T.P. Cross-cultural management // Сайт ПНС ХНЕУ ім. С. Кузнеця [Electronic resource]. – Access mode: https://pns.hneu.edu.ua/course/view.php?id=5179