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ЗАТВЕРДЖЕНО

на засіданні кафедри
креативного менеджменту і дизайну
Протокол № 1 від 01.09.2025 р.

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ПОГОДЖЕНО

Проректор з навчально-методичної роботи

_____ Каріна НЕМАШКАЛО

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МІЖКУЛЬТУРНА ВЗАЄМОДІЯ ТА КОМУНІКАЦІЯ

робоча програма навчальної дисципліни (РПНД)

Галузь знань	**всі**
Спеціальність	**всі**
Освітній рівень	**другий (магістерський)**
Освітня програма	**всі**

Статус дисципліни	**вибіркова**
Мова викладання, навчання та оцінювання	**англійська**

Розробник:
д.е.н., професор _____ Тетяна БЛИЗНЮК

Завідувач кафедри креативного
менеджменту і дизайну _____ Тетяна БЛИЗНЮК
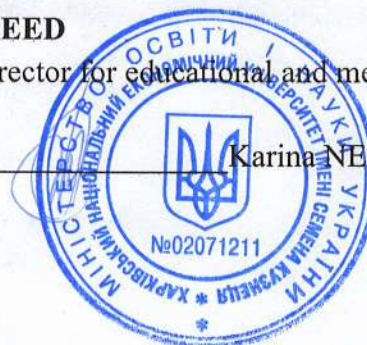
Харків
2025

APPROVED
at the meeting of department
creative management and design
Protocol № 1 of 01.09.2025

AGREED
Vice-rector for educational and methodical work

_____ Karina NEMASHKALO

INTERCULTURAL INTERACTION AND COMMUNICATION

Program of the course

Field of knowledge **all**
Specialty **all**
Study cycle **first (master)**
Study programme **all**
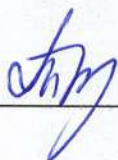
Course status **elective**
Language **English**

Developers:
Professor _____ Tetyana BLYZNYUK

Head of creative management and
design department _____ Tetyana BLYZNYUK

Kharkiv
2025

INTRODUCTION

Intercultural communication is a process of interaction and coordinated work aimed at managing relations that arise at the border of national and organizational cultures, studying the causes of intercultural conflicts and their neutralization, clarifying and using in the management of the organization the patterns of behavior inherent in the national business culture. Effective intercultural communications and interaction means interaction and joint business 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, which would be perceived and recognized by each member of a multinational team.

The purpose of the course is to form effective intercultural interactions and communication in global conditions, thereby increasing the efficiency of interaction with representatives of different national cultures within a single team.

The objectives of the course are:

determining the features of communication inherent in different cultures;

researching the causes of intercultural conflicts;

clarifying the patterns of behavior in the process of communication, inherent in national business culture.

The object of the course is the process of managing communications that arise at the border of national and organizational cultures, researching the causes of intercultural conflicts and their neutralization, clarifying and using in organizational management the patterns of behavior and communication inherent in national business culture.

The subject of the course is the theoretical concepts of entrepreneurship, the methodology of IT entrepreneurship.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competences formed by the course

Learning outcomes	Competencies
Demonstrate the ability to act socially responsibly and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturality	Ability to solve problem situations in multinational teams
Demonstrate the skills of searching, collecting and analyzing information, calculating indicators to substantiate management decisions	Ability to take into account the peculiarities of national business cultures to increase the effectiveness of the organization in the conditions of the globalization of economies

Demonstrate communication, research, technological and cross-cultural skills necessary to analyze business situations, prepare, justify and present management decisions	Ability to take into account the cross-cultural aspect when conducting business cooperation with foreign business partners
Apply quantitative and qualitative methods to substantiate effective management decisions in the international business environment	Ability to justify management decisions taking into account the cross-cultural aspect

COURSE CONTENT

Content module 1. *Basics of intercultural interactions.*
Topic 1. Phenomena of "culture" in the conditions of globalization.
1.1. 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.

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. 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.

1.4. Basic functions of culture and characteristics of culture in the context of globalisation

The main functions of culture in society. Characteristics of culture in the context of cross-cultural management.

Topic 2. Classification of national cultures: intercultural approach.

2.1. National culture and its components in modern conditions. Concept of national culture. Basic elements of national culture.

2.2. Model 6-D (H. Hofstede's approach)

"Power Distance". "Individualism versus collectivism". "Masculinity versus femininity" or "Motivation for achievement and success." Uncertainty Avoidance". "Time Orientation". "Indulgence versus restriction". Changes to the model in October 2023.

2.4. Model 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.

2.4. 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.

2.5. GLOBE project.

History of the GLOBE project. Confidence. Institutional collectivism. Group collectivism. Orientation to the future. Gender egalitarianism. Human orientation. Orientation on the result. Power distance. Avoidance of uncertainty.

Topic 3. Stereotypes and prejudices. Ethnic conflicts.

3.1. Prejudices.

Peculiarities of the communication process under the mutual influence of national culture. The main causes of violations of intercultural communications.

3.2. Stereotypes.

Types of stereotypes. Influence of world religions on national culture. National identity.

3.3. Ethnic conflicts.

Ethnic conflicts and their consequences for the processes of intercultural communication. Intensification of migration processes and the need for new forms of intercultural and interethnic interaction. The crisis of cultural identity and intercultural communication. Cross-cultural communication as a factor in the formation of the global informational and communicative space.

Content module 2. *Managing intercultural communications*

Topic 5. Verbal and nonverbal communication in different cultures

5.1. Language and intercultural communication.

Types of intercultural communication: verbal, nonverbal, paraverbal intercultural communication.

5.2. Verbal communication.

Specifics of verbal communication. Forms and styles of verbal communication.

5.3. Nonverbal communication.

The concept of nonverbal communication. Types of nonverbal means of communication. Psychological culture of business communication. Interpretation of nonverbal behavior. Intercultural differences in nonverbal communication codes. Means of achieving effective communication.

Topic 6. Perception of time and space

6.1. Space and time.

Space and time as a means of communication. The connection between time and space. The right time to hold an event and arrange a meeting.

6.2. Other factors.

The speed and direction of the information flow and its role in communication between different cultures. Age and gender characteristics of communication.

Topic 7. Effectiveness in intercultural communications

7.1. Components of the culture of business intercultural communication.

The essence and classification of business cultures. Different types of business cultures, their specifics. Moral and ethical principles of the culture of business relations. Perception of personality in different cultures.

7.2. Culture of business communication in the international aspect.

Cross-cultural differences in the system of business activities of different countries. Features and conditions for effective intercultural communication in the business sphere.

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

Table 2

The list of practical (seminar)) / laboratory 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 intercultural conflict is all about and how to resolve it.
Topic 2. Task 2. Business situation "He Threatened Me!"	Analysis of the situation and its causes. This is what intercultural conflict is all about and how to resolve it.
Topic 3. Task 3. Business situation "Handshake"	Analysis of the situation and the reasons for its occurrence. This is the intercultural conflict and how to resolve it.

Topic 4. Creative task. Part 1. "Composing a resume for an international company" A familiarization with current vacancies in the industry is carried out.	A resume is compiled, according to the relevant requirements for the selected current vacancy in an international company
Topic 5. Creative task. Part 2. "Interviewing an international company"	The rules of conducting an interview are introduced. Different categories of questions that can be asked and posed for relevant vacancies and are acceptable in different cultures are analyzed. Based on a pre-compiled resume, an interview for employment in an international company is conducted, taking into account the national specifics of communication.
Topic 6-7. Creative task. Part 3. "Analysis of national peculiarities of motivation and leadership in the intercultural communication process"	Analysis of national peculiarities of motivation, communication and leadership using the example of a country with examples of national leadership and motivation styles. Analysis of the national culture and communication of the selected country according to certain classifications, with a detailed analysis of the features

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

Table 3

List of self-studies

Name of the topic and / or task	Content
Topic 1-7	Studying lecture materials
Topic 1-3	Preparation for practical classes
Topic 4. Creative task. Part 1. "Composing a resume for an international company"	Carrying out educational and research tasks
Topic 5. Creative task. Part 2. "Interviewing an international company"	Carrying out educational and research tasks
Topic 6-7. Creative task. Part 3. "Analysis of national peculiarities of motivation and leadership in the intercultural communication process"	Carrying out educational and research tasks
Topic 1-7	Preparation for the written final test

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 1-6), problem lecture (Topic 7).

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

Practical (practical work (Topic 1-7), case method (topic 1-2), individual research work during the performance of a creative task (topics 4-7).

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, laboratory, 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 in the course is determined:

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 tasks (15 points); creative task (3 parts) (60 points); final test (25 points).

Semester control: Grading.

More detailed information on the assessment system is provided in 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. Culture and organizations: software of the mind. / G. Hofstede– London; New York : Mc Graw-Hill, 1991. – 219 p. – Режим доступу: https://scispace.com/pdf/software-of-the-mind-1yrref4jmp.pdf

3.   1.   Trompenaars F. Riding the Waves of Culture: Understanding Cultural Diversity in Business / F. Trompenaars, Ch. Hampden-Turner. – NY : McGraw-Hill Trade, 1997. – 265 p. – Режим доступу: https://www.researchgate.net/publication/238710832_Riding_the_Waves_of_Culture

Additional

4.   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

5.   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.

6.   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

7.   Blyznyuk T. The influence ofthe effectiveness of intercultural communication on the development of the tourism industry. / T. Blyznyuk, O, Naumov, O. Shepeleva // Ukrainian Journal of Applied Economics and Technology. – 2024. – Volume 9. – № 4. P. 36 – 40. – Access mode: https://repository.hneu.edu.ua/jspui/bitstream/123456789/34743/1/%D0%A1%D1%82%D0%B0%D1%82%D1%82%D1%8F_%D0%91%D0%BB%D0%B8%D0%B7%D0%BD%D1%8E%D0%BA_%D0%A3%D0%BA%D1%80%D0%B0%D1%97%D0%BD%D1%81%D1%8C%D0%BA%D0%B8%D0%B9%20%D0%B6%D1%83%D1%80%D0%BD%D0%B0%D0%BB%20%D0%BF%D1%80%D0%B8%D0%BA%D0%BB%D0%B0%D0%B4%D0%BD%D0%BE%D1%97%20%D0%BD%D0%B0%D1%83%D0%BA%D1%96%20%D1%96%20%D1%82%D0%B5%D1%85%D0%BD%D1%96%D0%BA%D0%B8.pdf

8.   Blyznyuk T. Cross-cultural profile of a leader: the influence of national culture. / T. Blyznyuk, O. Bliznyuk // Actual problems of innovative economy and law. – 2024. – No. 2. – P. 50-53. – Access mode: http://apie.org.ua/uk/kros-kulturnii-prof%d1%96l-l%d1%96dera-vpliv/

9.   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

10.   R. Lewis Official Website [Electronic resource]. – Access mode: https://www.crossculture.com/the-lewis-model-dimensions-of-behaviour/.

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

12.   Official website of Globe project [Electronic resource]. – Access mode: https://globeproject.com/

13.   The culture Factor Ingroup. [Electronic resource]. – Access mode: https://www.theculturefactor.com/