

Kyiv National University of Trade and Economics Faculty of Economics,  
Management and Psychology Department of Management

## **CROSS-CULTURAL MANAGEMENT**

*(syllabus)*

Academic Degree	Master
Specialty	073 “Management”
Specialization	Trade Management, Management of Foreign Economic Activity
Language:	English
Credits:	22 hours of lectures / 22 hours of p.c. / 124 hours of SSSW), 2 semester 2020/21 н.п.
Final semester control:	written exam - 100 points (including the theoretical part - 50 points, solving a situational task - 50 points)
Lecturer	<b>KATERYNA KANDAHURA</b> , PhD (in Economics), Associate Professor, Associate Professor of Department of Management KNUTE, <a href="https://knute.edu.ua">https://knute.edu.ua</a>

### **Content**

Cross-cultural Management is a part of the whole management theory, in the frame of which vision is developed and interaction, both national and multinational, of different cultures representatives in the enterprise management system is learnt, and on the basis of which practical advisory concerning multinational management could be developed.

### **Purpose and learning outcomes**

The course gives possibility for the students to become ready for the practical activities and obtain the following **special professional competences** (professional and functional knowledge and skills):

- ability to identify the essentials and the content of the modern cross-cultural management theories;

- defining the basic terms of the cross-cultural management;
- knowledge of the peculiar features of management styles at the enterprise under the globalization;
- awareness of the specific features of the cross-cultural communication management and ways to overcome cross-cultural environment barriers;
- ability to utilize the cross-cultural management knowledge to analyze the situations occurred in multinational teams;
- knowledge of the theoretical basics of the Cross-cultural management course;
- consideration of the cross-cultural features while developing business relationships with foreign partners;
- using the ways to overcome cultural shock;
- identifying peculiar features of national management styles.

### Brief summary

№	Topic	Academic hours:				
		Hours/ credits	Including			Forms of control
			Lectu res	Seminars	Self Study	
1.	Topic 1. Essence, goal, subject and evolution of cross-cultural management	18	4	2	12	O, D
2.	Topic 2. The typology of cultures. Domestic culture worldwide	16	2	2	10	O, D
3	Topic 3. Management features in different cultures	18	2	2	12	DGP
4.	Topic 4. Business communication in multicultural environment	18	2	2	12	DIP
5	Topic 5. Cross-cultural conflicts and contradictions in the organization	18	2	2	12	DIP
6.	Topic 6. The formation of organization culture in the enterprise in the context of cross-cultural management	20	2	4	12	DGP
7.	Topic 7. Ethics and rules of the cross-cultural behavior.	18	2	2	12	O, D

8.	Topic 8. Cross-cultural shock and ways to overcome it.	19	2	2	15	DGP
9.	Topic 9. Leadership across cultures	16	2	2	12	DIP
10.	Topic 10. Managing diverse employees in a multicultural environment.	19	2	2	15	DGP
<b>Total</b>		<b>180</b>	<b>22</b>	<b>22</b>	<b>136</b>	
Final control						Exam

Note: O - oral questioning; D – dispute; T – Testing; DGP – Defense of group project; DIP – Defense of individual

### **Discipline format**

The study of the discipline is based on the unity of classroom and self-study students work (SSSW), including consideration of problem lectures and practical classes, which involve solving typical tasks in the form of situational exercises and cases, situation analysis, conducting business and role-playing games, training exercises, business simulations, etc. In order to conduct classes, close to the realities of the work process in the organization, practical classes contain both individual and group tasks with the distribution of responsibilities and roles

Recommended main sources:

1. David C. Thomas, Mark F. Peterson. Cross-Cultural Management: Essential Concepts Fourth Edition. - SAGE Publications, 2017. – 336 p.
2. Marie-Joelle Browaey. Understanding Cross-Cultural Management 3rd Edition. – Pearson, 2016. – 504 p.
3. Martin J. Gannon, Rajnandini K. Pillai. Understanding Global Cultures: Metaphorical Journeys Through 34 Nations, Clusters of Nations, Continents, and Diversity Sixth Edition. - SAGE Publications, 2015. – 680 p.
4. Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde. Management across Cultures: Developing Global Competencies 3rd Edition. - Cambridge University Press, 2016. – 422 p.