

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

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту, бізнесу
і адміністрування
Протокол № 1 від 02.09.2024 р.

ПОГОДЖЕНО

Проректор з навчально-методичної



Катерина НЕМАШКАЛО

КРОС-КУЛЬТУРНИЙ МЕНЕДЖМЕНТ

робоча програма навчальної дисципліни (РПНД)

Галузь знань	всі
Спеціальність	всі
Освітній рівень	третій (освітньо-науковий)
Освітня програма	всі

Статус дисципліни	вибіркова
Мова викладання, навчання та оцінювання	англійська

Розробник:
д.е.н., професор


Тетяна БЛИЗНЮК

Завідувач кафедри менеджменту,
бізнесу і адміністрування


Тетяна ЛЕПЕЙКО

Харків
2024

MINISTRY OF EDUCATION AND SCIENCE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

APPROVED

at the meeting of department
management, business
and administration
Protocol № 1 of 02.09.2024

AGREED

Vice-rector for educational and methodical work



Karina SEMASHKALO

CROSS-CULTURAL MANAGEMENT

Program of the course

Field of knowledge	all
Specialty	all
Study cycle	third (educational and scientific)
Study programme	all

Course status	elective
Language	English

Developers:
Professor



Tetyana BLYZNYUK

Head of management and
business department



Tetyana LEPEYKO

Kharkiv
2024

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
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
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EDUCATIONAL DISCIPLINE PROGRAM COURSE CONTENT

Content module 1. Conceptual approaches to cross-cultural management.

Topic 1. The role of the phenomenon of "culture" in cross-cultural management.

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 cross-cultural management

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

Topic 2. Features of interaction of different cultures

2.1. 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. National identity.

2.2. 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.

2.3. 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.

2.4. National identity.

The concept of national identity. Culture as a weapon.

Content module 2. National business cultures: National cultures: cross-cultural approach

Topic 3. Classification of national cultures

3.1. 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.

3.2. 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.

3.3. 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.

3.4. 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 4. National features of organizational culture

4.1. 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.

4.2. Functions and properties of organizational culture.

Functions of organizational culture. Properties of organizational culture.

4.3. Classifications of organizational cultures: national content.

Classification by F. Trompenaars and C. Hampden-Turner. Classification by H. Hostede, G. J. Hofstede and M. Minkov.

Topic 5. National management styles.

5.1. 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.

5.2. 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) classes / assignments by academic discipline is given in the 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 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. 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. Creative task. Part 1. "Cross-cultural analysis of the country's national culture"	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. Comparison of this country with Ukraine
Topic 4. Creative task. Part 2. "Cross-cultural analysis of dominant types of organizational culture in the national culture of the country"	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. Comparison of this country with Ukraine

Topic 6. Creative task. Part 3. "Analysis of national characteristics of management"	Analysis of national characteristics management in the selected country with examples of national style of leadership and motivation. Comparison of this country with Ukraine
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The list of independent work by course is given in the table. 3.

Table 3

The list of self-studies

Name of the topic and / or task	Content
Topic 1.	Studying lecture material
Topic 2.	Studying lecture material
Topic 3.	Studying lecture material
Creative task. Part 1. "Cross-cultural analysis of the country's national culture"	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. Comparison of this country with Ukraine
Topic 4.	Studying lecture material
Creative task. Part 2. "Cross-cultural analysis of dominant types of organizational culture in the national culture of the country"	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. Comparison of this country with Ukraine
Topic 5.	Studying lecture material
Creative task. Part 3. "Analysis of national characteristics of management"	Analysis of national characteristics management in the selected country with examples of national style of leadership and motivation. Comparison of this country with Ukraine

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)).

In person (demonstration (Topic 1-5)).

Practical (practical work (Topic 1-85), case method (topic 1-2), individual research work during the performance of a creative task (topics 3-5).

ASSESSMENT FORMS AND METHODS

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 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); creative task (3 parts) (45 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 ПІНС ХНЕУ ім. С. Кузнеця [Electronic resource]. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=5179>