



## COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
CROSS CULTURAL MANAGEMENT	

Annotation
<p>The course knowledge will help to develop personal capacities to solve international business, marketing and management problems, to manage international teams, in time and with success to solve cross cultural management problems, to develop business solutions in intercultural environment. Cross cultural management uses an interdisciplinary approach with perspectives from cultural studies combined with key international business and leadership issues.</p>

Lecturer (s)	Department(s) where course unit (module) is delivered
<p><b>Coordinator:</b> dr. assist. Rasa Bartkute <b>Other</b></p>	<p>Kaunas Faculty, Institute of Social Sciences and Applied Informatics</p>

Study Cycle	Type of the course unit (module)
Master degree (second cycle)	Obligatory

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Lectures/ seminaras	Autumn	English

Requirements for students	
Prerequisites: —	Additional requirements (if any): —

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	130	32	98

Purpose of the course unit (module): programme competences to be developed
<p>To develop the abilities to appreciate the business cultural environment. Develop abilities to lead intercultural teams, develop business projects by evaluating the impact of culture on business. The aim of the course is to provide students with a theory of culture and cultural change as they affect markets and organizations.</p>

Learning outcomes for the course unit (module)	Teaching and learning methods	Assessment methods
<p>Understands the principles of intercultural team management and is able to apply them in practical activities</p>	<p>Lectures, seminars: reflection, discussion, group discussion; homework, midterm exam, exam</p>	<p>Reflections, case analysis</p>

Able to critically assess the change of cross-cultural management, taking into account modern theories of management science	Lectures, seminars: reflection, case analysis, discussion, group discussion; homework, midterm exam, exam	Midterm exam, final exam, homework
Will be able to understand nowadays business systems global aspects and the need of intercultural knowledge. Will be able to analyse different data, evaluating different intercultural business situations	Lectures, seminars: reflection, case analysis, discussion, group discussion; homework, midterm exam, exam	Case analysis, homework, final exam
Able to assess the factors of the business environment of a specific country, their impact on business, taking into account cultural differences	Lectures, seminars: reflection, case analysis, discussion, group discussion; homework, midterm exam, exam	Midterm exam, final exam, homework
Able to assess local, global and cultural factors that can affect business.	Lectures, seminars: reflection, case analysis, discussion, group discussion; homework, midterm exam, exam	Reflection, case analysis, homework
Understands the impact of a global business on a specific business unit. Able to apply various methods to assess the business environment. Able to prepare business risk management plans	Lectures, seminars: reflection, case analysis, discussion, group discussion; homework, midterm exam, exam	Midterm exam, final exam, homework
Able to make management decisions, initiate international business development projects.	Lectures, seminars: reflection, case analysis, discussion, group discussion; homework, midterm exam, exam	Case analysis, midterm exam, homework, final exam
Able to predict the possibilities of business development in a specific culture, to make proposals on cross-cultural business development issues	Lectures, seminars: reflection, case analysis, discussion, group discussion; homework, midterm exam, exam	Case analysis, midterm exam, homework, final exam

Content: breakdown of the topics	Contact hours							Self-study work: time and assignments	
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work placement	Contact hours	Self-study hours	Assignments
Introductory lecture. Introduction to the course. Discussion about intercultural management actualities in business environment. The main concepts. The need of intercultural management in every nowadays organizations: some case studies.	2		2				4		
The influence of culture to international business. The terms and meanings of culture in international business context. The global and local cultural impact to business practices. Discussion about business organizations links with international business, cultural differences and business practices. The link between culture and geopolitics.	2		2				4		
Organizational culture versus culture of nation. Managing stereotypes. The link between local culture and international business. How culture goes to business relations? Main principles of intercultural management.	2		2				4		
Management of intercultural teams. Main principles and management styles. Emotional Intelligence in cross cultural management context.	2		2				4		
The management of organizational structure in different cultures. The intercultural leadership model and possible development scenarios. The leader from different culture: how to manage differences and to optimize business activities? Business ethics and cross cultural management	2		2				4		
Intercultural competencies and its development. Delegation tasks and aims in multicultural environment.	2		2				4		

Tolerance form different cultural believes.								
Local business organizations development to international and intercultural organization. Multinational, global, transnational organization – how to manage different types of organizations? To result oriented international organization. Business versus image. Holistic approach to business organization culture. The aspects of marketing, image making in different cultures. Managing stakeholders in different cultures.	2		2				4	
<b>Exam</b>	2		2				4	
<b>Total</b>	<b>16</b>		<b>16</b>				<b>32</b>	<b>98</b>

Assessment strategy	Weight, %	Deadline	Assessment criteria
Individual reflections	10	During semester	<p>Two reflections are prepared during the semester. Maximum score for reflection is 0.5.</p> <p>0.5 points are awarded when excellent knowledge is demonstrated, questions are answered, and excellent assimilation and application of theoretical knowledge is demonstrated.</p> <p>0.4 points are awarded when good demonstration of theoretical knowledge is demonstrated, understanding of the analyzed situation is demonstrated. Most questions are answered.</p> <p>0.3 points are awarded when multiple questions are answered and average theoretical knowledge is demonstrated.</p> <p>0.2 points are given if there are mistakes, questions are not answered, or it is not possible to reflect on the analyzed topic.</p> <p>0.1 points are awarded when only minimal knowledge is demonstrated. There are many errors.</p>
Cases analysis	10	During semester	<p>Two case analysis are prepared during the semester. Maximum score for reflection is 0.5.</p> <p>0.5 points are awarded when excellent knowledge is demonstrated, questions are answered, and excellent assimilation and application of theoretical knowledge is demonstrated.</p> <p>0.4 points are awarded when good demonstration of theoretical knowledge is demonstrated, understanding of the analyzed situation is demonstrated. Most questions are answered.</p> <p>0.3 points are awarded when multiple questions are answered and average theoretical knowledge is demonstrated.</p> <p>0.2 points are given if there are mistakes, questions are not answered, or it is not possible to reflect on the analyzed topic.</p> <p>0.1 points are awarded when only minimal knowledge is demonstrated. There are many mistakes.</p>

Mid-term exam	20	During semester	<p>During the mid-term assessment, students analyze mini-cases and answer the questions presented. 2 mini-case studies are conducted. Each analysis is valued at 1 point. 1 point is awarded if excellent ability to apply theoretical knowledge to a specific case is demonstrated. a critical analysis of the situation is presented. Decisions and answers to all questions are reasoned.</p> <p>0.9 points are given if there are minor errors, lack of argumentation.</p> <p>0.8 - 0.6 points are awarded when the analysis is incomplete. Fragmentation dominates. Not all questions are answered.</p> <p>0.5 - 0.3 points are awarded when the analysis is superficial. Most questions are not answered. There is no argument.</p> <p>0.2 - 0.1 is awarded if theoretical knowledge is not applied. Lots of mistakes. most questions are not answered</p>
Individual course work	30	During semester	<p>During the semester, an individual presentation is prepared: Business development in X country. 3 points are awarded when the presentation is detailed. Prepared according to all requirements. The student demonstrates excellent knowledge of the chosen culture and business development in that culture. Provides an economic, political, cultural assessment of the business environment. Distinguishes the specifics of business management in the country. Determines and justifies business development risks. Answers all questions.</p> <p>2.9 - 2.4 points are awarded if the presentation is prepared in compliance with all requirements, but there is a lack of assessment, student argumentation, and critical approach. The questions are answered superficially.</p> <p>2.3 - 1.8 points are awarded if the presentation is not prepared in compliance with all requirements. Not all necessary analyzes of the business environment have been carried out. Not all questions are answered.</p> <p>The presentation of 1.7 - 1.2 was prepared in partial compliance with the requirements. An incomplete analysis of the business environment is dominant. The student does not answer all the questions.</p> <p>1.1 - 0.6 The presentation was prepared without complying with most of the requirements. There is no analysis of the business environment. Relying on unreliable sources. Unable to discuss the selected topic.</p> <p>0.5 - 0.1 points are awarded when the presentation is dominated by gross errors. Unable to discuss the selected topic. Most questions are not answered.</p>
Final exam	30	Session time	<p>Three case analysis are prepared during the semester. Maximum score for reflection is 1.</p> <p>1 – 0,9 points are awarded when excellent knowledge is demonstrated, questions are answered, and excellent assimilation and application of theoretical knowledge is demonstrated.</p> <p>0,8 – 0,6 points are awarded when good demonstration of theoretical knowledge is demonstrated, understanding of the analyzed situation is demonstrated. Most questions are answered.</p> <p>0,5 – 0,3 points are awarded when multiple questions are answered and average theoretical knowledge is demonstrated.</p> <p>0.2 points are given if there are mistakes, questions are not answered, or it is not possible to reflect on the analyzed topic.</p>

			0.1 points are awarded when only minimal knowledge is demonstrated. There are many mistakes.

Author	Year of publication	Title	Number of periodical publication or publication Volume	The place of publication and publisher or online link
<b>Compulsory reading</b>				
1. Browaeyns, Marie-Joëlle.; Price, Roger,	2006	Understanding cross cultural Management		Kaunas Faculty library
2. Dean Tjosvold ; Kwok Leung	2016	Cross-Cultural Management : Foundations and Future		
3. Simon L. Dolan ; Kristine Marin ; Kawamura	2015	Cross Cultural Competence : A Field Guide for Developing Global Leaders and Managers		
4. French, Ray.	2012	Cross-cultural management : in work organisations		
<b>Optional reading</b>				
5. edited by Bettina Gehrke and Marie-Thérèse Claes	2014	Global leadership practices : a cross-cultural management perspective		
6. Denisova-Schmidt, Elena ; Markovina, Irina ; Nicolas-Kryzhko, Lena	2020	The lacuna model: A new approach to cross-cultural management research	International journal of cross cultural management : CCM, 2020, Vol.20 (3), p.329-344	
7. Grosskopf, Sina ; Barmeyer, Christoph	2021	Learning from multi-paradigmatic sensitivity in cross-cultural management? Empirical and theoretical considerations	International journal of cross cultural management : CCM, 2021, Vol.21 (2), p.181-202	

8. Jackson, Terence	2021	A theory of everything and everywhere: Broadening the horizons of cross-cultural management studies	International journal of cross cultural management : CCM, 2021, Vol.21 (1), p.3-7	
9. Jackson, Terence	2011	International Management Ethics : A Critical, Cross-cultural Perspective Jackson, Terence		
10.				