



COURSE UNIT (MODULE) DESCRIPTION

| Course unit (module) title | Code |
|----------------------------|------|
| CROSS CULTURAL MANAGEMENT | |

| Academic staff | Core academic unit(s) |
|---|--|
| Coordinator: Assist. Dr Rasa Bartkė Other: - | Vilnius University Kaunas Faculty Institute of Social Sciences and Applied Informatics Muitinės str. 8, LT-44280 Kaunas |

| Study cycle | Type of the course unit |
|--------------|--------------------------------|
| Second cycle | Obligatory, Individual studies |

| Mode of delivery | Semester or period when it is delivered | Language of instruction |
|---------------------|---|-------------------------|
| Face to face/Remote | Autumn semester | English |

| Requisites | |
|-------------------------|---------------------------------------|
| Prerequisites: - | Co-requisites (if relevant): - |

| Number of ECTS credits allocated | Student's workload (total) | Contact hours | Individual work |
|----------------------------------|----------------------------|---------------|-----------------|
| 5 | 130 | 34 | 96 |

| Purpose of the course unit | | |
|--|---|-------------------------------------|
| 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 | | |
| Learning outcomes of the course unit | Teaching and learning methods | Assessment methods |
| Understands the principles of intercultural team management and is able to apply them in practical activities | Lectures, seminars: reflection, discussion, group discussion; homework, midterm exam, exam | Reflections, case analysis |
| 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 | 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 Able to prognoses business tendencies in cross cultural environment | Lectures, seminars: reflection, case analysis, discussion, group discussion; homework, midterm exam, exam | Case analysis, midterm exam, homework, final exam |

| Content | Contact hours | | | | | | | Individual work: time and assignments | |
|--|---------------|-----------|----------|-----------|-----------------|------------|----------------------|---------------------------------------|--|
| | Lectures | Tutorials | Seminars | Exercises | Laboratory work | Internship | Contact hours, total | Individual work | Tasks for individual work |
| 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 | 8 | Information search, study of literature. Kris Acheson and Sundae Schneider-Bean (2019, p. 42-61) |
| 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 | 10 | Information search, study of literature. Kris Acheson and Sundae Schneider-Bean (2019, p. 42-61) Individual selecting of issues for reflection/ case analysis |
| 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 | | | | 4,5 | 14 | Information search. Study of literature Marrie Joelle Browaeys (2019, p.25- 52) |
| Management of intercultural teams. Main principles ant management styles. Emotional Intelligence in cross cultural management context. | 2 | | 2 | | | | 4,5 | 15 | Indicated sources are studied, additional literary sources are independently sought, in preparation for the seminar topics specified during |

| Content | Contact hours | | | | | | | Individual work: time and assignments | |
|--|---------------|-----------|-----------|-----------|-----------------|------------|----------------------|---------------------------------------|---|
| | Lectures | Tutorials | Seminars | Exercises | Laboratory work | Internship | Contact hours, total | Individual work | Tasks for individual work |
| | | | | | | | | | lectures, preparing reflections, other independent work |
| The management of organizational structure in different cultures. The intercultural leadership model and possible development scenarios. The leader form different culture: how to manage differences and to optimize business activities? Business ethics and cross cultural management | 2 | | 2 | | | | 4 | 12 | Indicated sources are studied, additional literary sources are independently sought, in preparation for the seminar topics specified during lectures, preparing reflections, other independent work |
| Intercultural competencies and its development. Delegation tasks and aims in multicultural environment. Tolerance form different cultural believes. | 2 | | 2 | | | | 4,5 | 14 | Indicated sources are studied, additional literary sources are independently sought, in preparation for the seminar topics specified during lectures, preparing reflections, other independent work |
| 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 | | | | 4,5 | 12 | Indicated sources are studied, additional literary sources are independently sought, in preparation for the seminar topics specified during lectures, preparing reflections, other independent work |
| Exam | 2 | | 2 | | | | 4 | 11 | |
| Total | 16 | 2 | 16 | | | | 34 | 96 | |

| 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.</p> <p>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</p> |

| Assessment strategy | Weight, % | Deadline | Assessment criteria |
|--|-----------|--------------|---|
| | | | <p>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> <p>0.1 points are awarded when only minimal knowledge is demonstrated. There are many mistakes.</p> |
| <p>In cases when the Assessment Strategy includes a written assignment (written work, research paper, project, etc.) and the Assessment Criteria do not include a defence or an oral presentation of the written work, the lecturer shall have the right to ask follow-up questions in order to make sure that no generative artificial intelligence (AI) tools (ChatGPT, etc.) were used by the student to prepare the assignment (i.e. the content of the work was not generated by AI tools) and, if necessary, to modify or cancel the evaluation of the work.</p> | | | |
| <p>The knowledge and skills of the student are only assessed when he or she has prepared the provided requirements and tasks of the intermediate assessment. Knowledge and skills are graded from 1 to 10 during the intermediate assessments.</p> <p>The course is considered as passed if the assessment of all the assessments is no less than 5 points each. If even a single task is assessed by less than 5 points (4, 3, 2, 1), the entire course is considered as not passed.</p> | | | |
| <p>For the external examination, the following formula is applied: Final grade = case analysis (20%) + Mid term exam (20%) + Individual course work (30%) +Final exam (30%)</p> | | | |
| Evaluation strategy working remotely the same as expected. | | | |

| Author | Year of publication | Title | Issue of a periodical or volume of a publication | Publishing place and house or web link |
|---|---------------------|--|--|--|
| Required reading | | | | |
| 1. Browaeys, 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 | | |
| Recommended reading | | | | |

| Author | Year of publication | Title | Issue of a periodical or volume of a publication | Publishing place and house or web link |
|---|---------------------|---|---|--|
| 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 | | |