

## **Cross-Cultural Management and International Protocol**

### Course Brief Description

Number of credits: **3 ECTS**

Course period: 1 semester / 2 classes per week

Language of Instruction: English

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#### **Course description:**

Crosscultural Management as an academic discipline and research area has come to us with market economy. The course focuses on the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on crosscultural interactions. The objective of the course is to help students to construct their own coherent, individual perspective of the substance and increase their cultural awareness. It is extremely important to be aware of International Business Etiquette and protocol rules for the future global managers. Focusing on business and management, this course provides an intellectual and experiential forum for developing the interpersonal-intercultural communication and interaction skills necessary for international managers. While learning to identify cultural aspects of verbal and nonverbal behavior of persons from different cultures and themselves, students come to recognize cultural differences that can cause difficulties in management situations. Participants will acquire detailed expertise in dealing with a wide variety of cultural situations, challenges and paradigms, thus learning practical skills that will be useful for their own personal and professional development on an international level.

The course will also support the development of students' skills in the areas of cultural sensitivity and ability to create more sophisticated conceptions of cross-cultural encounters

**Lectures and reading materials.** Participating in the lectures and reading the assigned papers is the most essential part of the course. All enrolled students are therefore expected to participate in all lectures and read all assigned papers.

**Seminars.** The course requires active student participation. Students are expected to read the assigned textbook chapters, cases and articles before every class. There will be a midterm exam, a final exam, case studies and a team project. Students are required to attend professional visits.

**Assignments.** Working in multi-cultural teams, students will develop a training manual for business executives preparing for expatriate assignments. The training manual will be based on cross-cultural concepts discussed in class and tailored to the communication environment of emerging markets in the region. The objective is that groups produce a manual that could find practical applications in the real world of business and communication. The project report should be between 5 and 7 pages in length.

**Points for participation** in role-plays and discussions are awarded if the students use additional information from supplementary readings and make explicit reference to the author and to the book/article they have used.

**Mid-term exam** consists of a multiple choice test of 20 questions that deal with terms, ideas, and facts covered during the previous weeks and a short (not exceeding 250 words) written answer to one of two questions based on material covered within the previous weeks.

**Group presentation:**

A PowerPoint (or Prezi, or OpenOffice) presentation of 20-25 slides prepared by a working group (depending on the number of students in the class but not more than four students in a group) on one of the issues covered in the course. The presentation will be followed by a Q and A session. Presenters are expected to demonstrate their use of theoretical and methodological tools discussed during the course for analysis of the subject of their presentation.

**Final Test** consists of 20 multiple choice questions based on the material covered within the course and successful implementation of all curriculum tasks.

Grading:

| ECTS Grade | Points                      | Russian grade                                   |
|------------|-----------------------------|---|
| A          | 100-91 points               | “excellent”: 100–80 points                      |
| B          | 90-81                       |   |
| C          | 80-71                       | “good”: 79– 60 points                           |
| D          | 70-61                       |   |
| F: failed  | less than 60 points: failed | “satisfactory”: 59–40 points                    |
|            |                             | “unsatisfactorily”: failed, less than 40 points |

Course Outline

Module 1 Introduction to cross-cultural management

1. The globalization of business and people in the 21st century
2. Understanding culture and cultural differences around the globe
3. A look at cross-border business agreements
4. Components of cultural intelligence
5. Key cultural values and concepts
6. How culture affects behavior

Module 2 Cultural intelligence: Stages, process and supporting activities

1. National and global cultures explored
2. Cross-cultural communication failures
3. The cross-cultural communication process

Module 3 Multi-cultural teams: concepts, processes and performance

Module 4 Toolbox for International Business Etiquette of international executives

Readings Sample:

Cultures and organizations, software of the mind by Geert Hofstede, Geert Jan Hofstede and Michael Minkov, 2010.

Culture, Leadership and organizations, The GLOBE study of 62 societies by House, Hanges, Javidan, Dorfman and Gupta, 2004.

A Critique of Hofstede's Fifth National Culture Dimension by Tony Fang. International Journal of Cross Cultural Management, Dec 2003; 3(3):347- 368.

Riding the Waves of Culture: Understanding Cultural Diversity in Global Business By Alfons Trompenaars and Charles Hampden-Turner, Published by McGraw-Hill Professional, 1998. In Tritonia.

Cultural Acumen for the Global Manager: Lessons from Project GLOBE by Mansour Javidan and Robert J. House, Organizational Dynamics, 2001, 29(4): 289– 305.