COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Fundamentals of Intercultural Management	

Lecturer(s)	Department(s) where the course unit (module) is delivered
Coordinator: assist. dr. Dovile Baleviciene **Other(s):**	Faculty of Economics and Business Administration Sauletekio ave. 9, II building, LT 10222 Vilnius

Study cycle	Type of the course unit (module)
First	Compulsory

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Classroom, virtual	Autumn semester	English

Requirements for students
Prerequisites: Management, Global Marketing

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	130	48	82

Purpose of the course unit (module): programme competences to be developed
This subject aims to develop: the ability to raise and address intercultural behaviour issues arising in a global marketing and business environment; to apply the theoretical knowledge of intercultural management in the practical activities of business organizations; the ability to analyse and use information related to cultural differences in business and marketing; the ability to communicate and collaborate in multicultural teams.

Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
Student will know how culture influence the global business environment and will understand the need to developing intercultural competence.	Problem-based teaching, active learning methods (group discussion, elevator pitch, reports), research methods (information search, case study, preparation of group written work)	Mid-term exam, group project, exam.
Student will be able to analyse the impact of cultural orientations on the management of companies in different countries.		
Student will understand intercultural differences and be able to apply them in communication with partners in the product value chain.		
Student will know the principles of teamwork and will be able to apply them in solving tasks in an international team.		
Student will be able to understand and interpret the specifics of intercultural communication, prepare, and participate in intercultural negotiations.		
Student will know the principles of intercultural management and will be able to apply them in shaping strategies for managing intercultural differences.		

| Content: breakdown of the topics | Contact hours | | | | | | | | Self-study work: time and assignments | |
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work placement	E-learning	Contact hours	Self-study hours	Assignments
1. **Introduction to the basics of intercultural management.**	2							2		
2. **The concept of culture**. Cultural concepts, values, and culture. Cultural identity. Cultural diversity. Cultural context.	2		2					4	8	Preparation of a group project based on: Schneider & Barsoux (2014) Managing across cultures. Ch. 2.
3. **Dimensions of culture**. Cultural dimensions (value orientation theory) based on Kluckhohn & Strodtbeck (1961), classical cultural dimensions based on Hofstede, et al. (2010), cultural categories (intercultural communication perspective) based on Hall & Hall (1990), cultural dimensions (values perspective) based on Schwartz (1992), cultural dimensions (intercultural leadership perspective) based on GLOBE (2004), and Hampden-Turner & Trompenaars (2000) cultural dimensions.	4		2					6	10	Preparation of a group project based on: Browaeys & Price (2019) Understanding cross-cultural management. Ch. 2.
4. **Dominant cultural orientations** in different regions of the world and their impact on business management.	2		2					4	8	Preparation of a group project based on: Browaeys & Price (2019) Understanding cross-cultural management. Ch. 3 – 4.
5. **Intercultural management**. **Planning** (situation analysis, goal setting and plan preparation, intercultural management models, tools, and techniques). **Organization** (organizational structure, culture and global organization, changes in organizational structure). **Leadership** (culture and leadership, pay and motivation system, development of intercultural competencies, intercultural training, teamwork in culturally diverse teams, mentoring, networking, flexicurity and flexibility of work and personal life in different cultures, etc.). **Control** (results of intercultural management and their evaluation) Various case studies.	8		4					12	20	Preparation of a group project based on: Browaeys & Price (2019) Understanding cross-cultural management. Ch. 7 – 9.
6. **Intercultural communication.** Peculiarities of negotiations in different countries. Verbal, paraverbal and nonverbal communication in different countries. Knowledge management and knowledge sharing challenges in international teams. IKEA case study.	6		4					10	14	Preparation of a group project based on: Szkudlarek et al. (2020) Handbook of Contemporary Cross-Cultural Management. Ch. 13 and 21.
7. **Managing intercultural differences.** Causes of intercultural conflicts and	6		2					8	10	Preparation of a group project based on: Browaeys

strategies for resolving them. Cultural shock and strategies for cultural shock management. Holley Electric Group case study.								& Price (2019) Understanding cross-cultural management. Ch. 14.
8. **Intercultural management trends and forecasts.**	2					2		
Preparation for the exam							10	
Total	32	16					48	82	

Assessment strategy	Weight, %	Deadline	Assessment criteria
Group project	50%	During the semester	During each seminar students present a group work task. Totalling at 5 tasks that will make up the group project. The following aspects of group work are to be evaluated: - The suitability and originality of proposed solutions -40% (Work includes factual analysis of the analysed problem; collected data and/or discovered solutions provided by the authors; solutions and proposals are provided (40%). If analysis is performed superficially and conclusions, solutions are not specific or detailed enough – 25%. Unallowable, conscious distortion of factual material, plagiarism – 0%). - Requirements for academic written works are met, all required work sections are present, work possesses appropriate structure and content, work is written in academic language – 10% (If requirements are not met – 0%). If work is not provided – 0%.
Mid-term examination	30%	9 or 10 week of the semester	Mid-term examination consists of 10 open and 10 closed type questions with differently weighted values. Closed type questions are evaluated by 1%, open type – variably (depending on complexity). Evaluation: 30%: all closed type questions are answered, conceptions to answer open type questions are provided in a critical and detailed manner, answers are concluded with a scientific discussion in accordance with the material of the studied topic, a backed up individual view on discussed topic is provided. 25%: a part of closed type questions was unanswered, conceptions to answer open type questions are provided in a critical and detailed manner, and answers are concluded with a scientific discussion in accordance with the material of the studied topic, slight terminology errors are found in the provided backed up individual view on discussed topic. 20%: a part of closed type questions was unanswered, provided conceptions are not fully logically connected, a scientific discussion in accordance with the material of the studied topic is provided, individual point of view is not always backed up by arguments, one of the questions is not answered or other questions are answered incompletely. 15%: a part or all closed type questions are left unanswered, provided conceptions do not reveal their understanding, individual point of view is lacks argumentation or is not provided at all, thoughts of some authors are descriptively repeated. 10% - 0%: closed type questions are unanswered, thoughts lack argumentation, incorrect terminology is used, knowledge acquired from the studied topic is not provided, 1 question is answered.
Exam	20%	During exam session	Mid-term examination consists of 10 open and 5 closed type questions with differently weighted values. Closed type questions are evaluated by 1%, open type – variably (depending on complexity). Evaluation:

20%: all closed type questions are answered, conceptions to answer open type questions are provided in a critical and detailed manner, answers are concluded with a scientific discussion in accordance to the material of the studied topic, a backed up individual view on discussed topic is provided.

17.5%: a part of closed type questions was unanswered, conceptions to answer open type questions are provided in a critical and detailed manner, and answers are concluded with a scientific discussion in accordance with the material of the studied topic, slight terminology errors are found in the provided backed up individual view on discussed topic.

15%: a part of closed type questions was unanswered, provided conceptions are not fully logically connected, a scientific discussion in accordance with the material of the studied topic is provided, individual point of view is not always backed up by arguments, one of the questions is not answered or other questions are answered incompletely.

12.5%: a part or all closed type questions are left unanswered, provided conceptions do not reveal their understanding, individual point of view is lacks argumentation or is not provided at all, thoughts of some authors are descriptively repeated.

10% - 0%: closed type questions are unanswered, thoughts lack argumentation, incorrect terminology is used, knowledge acquired from the studied topic is not provided, 1 question is answered.

The assessment strategy for an external exam	Weight, %	Deadline	Assessment criteria
Individual project	50%	During the semester	Analysis of organization and 5 tasks that will make up the individual project. The following aspects of individual work are to be evaluated: - The suitability and originality of proposed solutions - 40% (Work includes factual analysis of the analysed problem; collected data and/or discovered solutions provided by the author; solutions and proposals are provided (40%). If analysis is performed superficially and conclusions, solutions are not specific or detailed enough – 25%. Unallowable, conscious distortion of factual material, plagiarism – 0%). - Requirements for academic written works are met, all required work sections are present, work possesses appropriate structure and content, work is written in academic language – 10% (If requirements are not met – 0%). If work is not provided – 0%.
Exam	50%	During the semester	Mid-term examination consists of 10 open and 10 closed type questions with differently weighted values. Closed type questions are evaluated by 1%, open type – variably (depending on complexity). Evaluation: 50%: all closed type questions are answered, conceptions to answer open type questions are provided in a critical and detailed manner, answers are concluded with a scientific discussion in accordance with the material of the studied topic, a backed up individual view on discussed topic is provided. 40%: a part of closed type questions was unanswered, conceptions to answer open type questions are provided in a critical and detailed manner, and answers are concluded with a scientific discussion in accordance with the material of the studied topic, slight terminology errors are found in the provided backed up individual view on discussed topic. 30%: a part of closed type questions was unanswered, provided conceptions are not fully logically connected, a scientific discussion in accordance with the material of the studied topic is provided, individual

		point of view is not always backed up by arguments, one of the questions is not answered or other questions are answered incompletely. 20%: a part or all closed type questions are left unanswered, provided conceptions do not reveal their understanding, individual point of view is lacks argumentation or is not provided at all, thoughts of some authors are descriptively repeated. 10% - 0%: closed type questions are unanswered, thoughts lack argumentation, incorrect terminology is used, knowledge acquired from the studied topic is not provided, 1 question is answered.

Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
Compulsory reading				
Szkudlarek, B., Romani, L., Caprar, D.V., Osland, J.S.	2020	The SAGE Handbook of Contemporary Cross-Cultural Management		Sage
Browaeys M-J., Price R.	2019	Understanding cross-cultural management	4th ed.	Pearson Education
Schneider S., Barsoux J.	2014	Managing across cultures	3rd ed.	Pearson Education
Supplementary reading				
Richter, N.F., Strandskov, J., Hauff, S., Taras, V.	2022	International Business Strategy and Cross-Cultural Management. An Applied Approach		Edward Elgar Publishing
d'Iribarne, P., Chevrier, S., Henry, A., Segal, J-P., Tréguer-Felten, G.	2020	Cross-Cultural Management Revisited: A Qualitative Approach		OUP Oxford
Deresky, H., Miller, S.R.	2020	International Management: Managing Across Borders and Cultures. Text and Cases		Pearson
Thomas, D.C., Peterson, M.F.	2017	Cross-Cultural Management: Essential Concepts	4th ed.	SAGE Publications
Luthans, F., Doh, J.	2017	International Management: Culture, Strategy, and Behaviour	10th ed.	McGraw-Hill Education
Scientific articles	Cross-Cultural Management: An International Journal - www.emeraldinsight.com International Journal of Cross-Cultural Management - www.sagepublications.com			