

COURSE (MODULE) DESCRIPTION

Course title	Code
Cross-Cultural Management	

Lecturer(s)	Department(s) where the course unit (module) is delivered
Coordinator: Prof. Dr. Danuta Diskienė Other:	Management Department Faculty of Economics and Business Administration

Study cycle	Type of the course unit (module)
Second	Compulsory / Optional

Mode of delivery	Period when the course unit (module) is delivered	Language of instruction
Online or classroom (depends on the situation)	Second semester	English

Requirements for student
Prerequisites: knowledge in management

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

Purpose of the course unit (module) and competencies to be developed

Purpose of the course is to introduce the students to the conception of the cross-cultural management, to develop their cross-cultural competence needed for the effective performance in multicultural teams, to give the knowledge about the management behaviour in different cultures. The course develops the general and professional competences.

Professional competences:

- to understand the cross-cultural management models and the ability to use them in practice;
- the ability to solve the problems of cross-cultural behaviour in global business environments.

Generic competences:

- the ability to think critically, analyse, summarise and use theoretical information about cultural differences regarding the global business environment;
- the ability to imply knowledge for solving problems while working in the multicultural teams and individually.

Learning outcomes of the course unit	Teaching and learning methods	Assessment methods
Student will be provide with knowledge how cultural differences impact global business environment and the understanding of the necessity of cross-cultural competence development (4.1)	Lecturing, literature reading, discussions	Students' knowledge and competencies are assessed by applying accumulative grading: evaluation of a student performance in project preparation and its presentation, case study analysis, participation in discussions during lectures and written examination. Exam test consists of closed and open-ended questions, and mini case study analysis.
Student will be able to master theoretical knowledge and to evaluate critically the different models of cultural dimensions (4.1; 5.1; 7.1)	Lecturing, literature reading, active learning methods (case study, learning by doing, class and group discussions).	
Student will be able to analyse and evaluate national cultures impact on management practices in different countries (4.6; 7.4)	Lecturing, students projects preparation and presentation, class and group discussions, case study analysis	
Student will be able to communicate effectively and to develop the leadership and motivational skills needed in different cultural working environments (6.1; 6.2)	Lecturing, students projects presentations, class and group discussions, case study analysis	
Student will be able to imply cross-cultural management knowledge and to develop strategies for working and managing multicultural teams (6.3)	Lecturing, literature reading, discussions.	

Content	Contact hours						Self-study work: time and assignments		
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	E-learning	Contact hours	Self-study hours	Assignments
1. The impact of culture on international business and management	2		1				3	6	Reading of assigned scientific literature: Steers R., Sanchez-Runde C., Nardon L. Management across cultures. ch.1; ch . 2.
2. Frameworks for examining cultures and their relationship with business activity	6		1				7	14	Reading of assigned scientific literature: Steers R., Sanchez-Runde C., Nardon L. Management across cultures. Ch. 3. Case study
3. Culture and management styles	2		1				3	14	Reading of assigned scientific literature: Browaey's M-J., Price R. Ch. 6
4. Management in organizations: cultural peculiarities in different regions of the world	6		2				8	18	Reading of assigned scientific literature: Branine M. Managing across cultures. Ch. 4 - 6; 7-9; 10-13; 14-18. Development of project presentations
5. Cross-cultural leadership, motivation and decision making	4		1				5	16	Reading of assigned scientific literature: Steers R., Sanchez-Runde C., Nardon L. Management across cultures. Ch.6 , 9. Case study
6. Multicultural teams management	2		1				3	10	Reading of assigned scientific literature: Steers R., Sanchez-Runde C., Nardon L. Management across cultures. Ch.10. Case study.
7. Global assignments	2		1				3	10	Reading of assigned scientific literature: Steers R., Sanchez-Runde C., Nardon L. Management across cultures. Ch. 9, 10.
Preparation for exam								10	
Total	24		8				32	98	

Assessment strategy	Weight in %	Time of assessment	Assessment criteria
Group project preparation and its presentation	25	During the course	20% project development and 5% its presentation

Case study, exercises	25	During the course	Activity in case analysis and other practical assignments.
An exam (a test)	50	At the end of the course	Multiple choice questions (valued 1 point each), few open-ended questions and short case study (2 points each). For assessment a ten-point scale shall be applied: 95-100% or excellent 10; 85-94% or very good 9; 75-84% or good 8; 65-74% or average 7; 55-64% or satisfactory 6; 45-54% or weak 5. Less than 45% – unsatisfactory or failed (4, 3, 2, 1).
Final grade consists of the percentage sum of the exam and practical assignments. Final grade for the course when the exam is considered external is arithmetic weighted average of 50% practical assignments (project and case study)+ 50% Exam.			

Author	Published in	Title	Issue No. or Volume	Publishing house or Internet site
Required reading				
Steers, Richard M. Sanchez - Runde, Carlos J. Nardon, Luciana	2020; 2016; 2013	Management Across Cultures: Challenges And Strategies		Cambridge University Press
Branine M.	2011	Managing across cultures: concepts, policies and practices.		Sage Publications Inc
Supplementary reading				
Browaeys M. – J., Price R.	2016	Understanding Cross-Cultural Management	2 nd Edition	Harlow: Pearson Education Limited
Gehrke B., Claes M.T.	2014	Global leadership practices: a cross-cultural management perspective		Palgrave Macmillan
Aycan Z., Kanungo R., Mendonca M.	2014	Organizations and management in cross-cultural context		Sage Publications Inc
Articles Online		Cross-Cultural Management: An International Journal		www.emeraldinsight.com
		International Journal of Cross-Cultural Management		www.sagepublications.com