



COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Fundamentals of Cross-cultural Management	

Lecturer(s)	Department(s) where the course unit (module) is delivered
Coordinator: Assoc. Prof. Dr. Ieva Žebrytė Other(s):	Faculty of Economics and Business Administration Saulėtekio Av. 9, II building, LT 10222 Vilnius

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

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

Requirements for students
Prerequisites: Management

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 competencies to be developed		
This subject aims to develop the ability to raise and solve problems arising in a global intercultural business environment, to apply theoretical knowledge of intercultural management in the practical activities of business organizations, the ability to analyze and use information related to the impact of culture on business; the ability to communicate and cooperate when working in multicultural teams.		
Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
<i>Students who have successfully completed the subject will ...</i> know how culture influences the global business environment and will understand the necessity of developing intercultural competence. be able to analyse the impact of culture on the management of business and organizational activities in various contexts. understand intercultural differences and be able to apply knowledge when communicating with partners in value creation chains. be able to apply the principles of international teamwork when solving problems. be able to understand and interpret the specifics of intercultural communication, prepare for and participate in intercultural negotiations. be able to apply the principles of intercultural management when forming business and organizational management strategies.	Problem-based teaching, active learning methods (group discussion, elevator pitch, reports, presentations), research methods (information search, case study, preparation of group presentations and written work)	Open book mid-term exam, group project, open book final exam.

Content: breakdown of the topics	Contact hours					Self-study work: time and assignments	
	Lectures	Tutorials	Seminars	Exercises	Contact hours	Self-study hours	Assignments
1. Introduction to the basics of intercultural management.	2				2		GCi cross-cultural skills pre-test
2. The concept of culture. Cultural concepts, values, and culture. Cultural identity. Cultural diversity. Cultural context.	2		2		4	6	Formation of Groups for the Group Project.
3. Dimensions and elements 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. Culture as the totality of practices of groups of people (Bourdieu).	4		2		6	10	Preparation of a Group Project: Task 1.
4. Dominant cultural orientations in different regions of the world and their impact on business management. Case studies.	2		2		4	2	Preparation of a Group Project: Task 2.
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). Case studies.	8		4		12	20	Preparation of a Group Project: Task 3.
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. Case studies.	4		4		10	14	Preparation of a Group Project: Task 4.
7. Managing intercultural differences. Causes of intercultural conflicts and strategies for resolving them. Cultural shock and strategies for cultural shock management. Case studies.	4		2		8	10	Preparation of a Group Project: Task 5.
8. Management peculiarities in different regions: North America, South America, Europe, Asia, Africa and Oceania. Case studies.	4		2		6	10	GCi cross-cultural skills post-test
9. 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 (analysis of cases or problems, development and presentation of a group project)	50%	During the semester	During the seminar, students present a work assignment. A total of five (5) assignments will form a group project. The first four assignments will be presented orally and assessed based on the pre-provided oral presentation assessment rubric. The last assignment is to prepare a written work integrating the content prepared during assignments 1-4. The following aspects of the written work are assessed. Adequacy and originality of the solutions presented – the work presents an actual analysis of the problem under consideration; data collected and/or a solution found by the authors; solutions and proposals are presented. The score is reduced if the analysis is superficial and the conclusions and solutions are not specific and detailed. Deliberate distortion of factual material and plagiarism are not allowed – 0 points. Compliance with the requirements for academic written works: all necessary parts of the work are present; the work has an appropriate structure and scope and it is written in a scholarly and formal language. If the academic requirements for written works are not met, the group written work is assessed). The grade for failure to submit a written assignment is 0 points.
Mid-term examination (The learner must participate in the midterm exam and receive at least 4.5 points for it to be credited towards the Final Grade.)	25%	9 th or 10 th week of the semester	The midterm exam consists of 5 open-ended questions with a weighting specified during the exam. Open-ended questions will be assessed as follows: 9 – 10 points: questions are answered in detail and concepts are critically revealed, the discussion or topics of the studied material are summarized, problems are examined in it, a well-founded individual approach to the phenomena under discussion is presented. 7 – 8 points: only some of the questions are answered, but concepts are fully and critically revealed, the discussion summarizes the problem or topic examined in the material, and there are inaccuracies or ambiguities in the presentation of the individual approach to the phenomena under discussion. 5 – 6 points: some questions are partially answered, concepts are not fully revealed and logically connected, a scientific discussion on the topic of the studied material is critically assessed, the expression of the individual approach is not always well-argued, one of the questions is not answered, or some are answered incompletely. 3 – 4 points: some of the questions are not answered, the concepts mentioned do not reveal their understanding, the opinion or attitude is not argued or expressed at all, and the thoughts of some authors are repeated descriptively (without analysis). 1 – 2 points: the thoughts presented are not argued, terms are used incorrectly, and knowledge on the studied topic is not revealed.
Exam (The learner must take the final exam and receive at least 4.5 points to pass and for its results to be credited towards the Final Grade.)	25%	During exam session	The exam consists of 5 open-ended questions with an assessment of the weight indicated during the exam. The answers to the open-ended questions are evaluated as follows: 9 - 10 points: questions are answered in detail and concepts are critically revealed, the discussion or the topics of the studied material are summarized, the problems dealt with in it, a justified individual approach to the discussed phenomena is presented. 7 – 8 points: only some of the questions are answered, but the concepts are fully and critically revealed, the discussion summarizes the problem or topic examined in the material, and there are inaccuracies or ambiguities in presenting the individual approach to the phenomena under discussion. 5 – 6 points: some questions are partially answered, the concepts are not fully revealed and logically connected, the scholarly discussion on the topic of the studied material is critically assessed, the expression of the individual approach is not always well-argued, one of the questions is not answered, or some are answered incompletely. 3 – 4 points: some questions are not

			answered, the concepts mentioned do not reveal their understanding, the opinion or attitude is not argued or expressed at all, and the thoughts of some authors are repeated descriptively (without analysis). 1 – 2 points: the thoughts presented are not argued, terms are used incorrectly, and knowledge on the studied topic is not revealed.
The assessment strategy for an external exam	Weight, %	Deadline	Assessment criteria
Individual project	50%	During the semester	<p>Written work (course paper) on either assigned or selected topic will make up the individual project.</p> <p>The following aspects of individual work are to be evaluated: The suitability and originality of proposed solutions (work includes factual analysis of the analyzed problem; collected data and/or discovered solutions provided by the author; solutions and proposals are provided). If analysis is performed superficially and conclusions, solutions are not specific or detailed enough, then points are deducted. Immediate fail: conscious distortion of factual material or plagiarism. Requirements for academic written works must be met: all required work sections are present, work possesses appropriate structure and content, work is written in academic language. If the above requirements are not met or met in small part – 1-4 pts. If work is not provided – 0 pts.</p>
Exams (The learner must participate in the midterm exam and receive at least 4.5 points for it to be credited. The learner must take the exam and receive at least 5 points to pass.)	50%	During the semester	<p>Both exams consist of 5 open-ended questions with an assessment of the weight indicated in the exams.</p> <p>The answers to the open-ended questions are evaluated as follows: 9 - 10 points: questions are answered in detail and concepts are critically revealed, the discussion or the topics of the studied material are summarized, the problems dealt with in it, a justified individual approach to the discussed phenomena is presented. 7 – 8 points: only some of the questions are answered, but the concepts are fully and critically revealed, the discussion summarizes the problem or topic examined in the material, and there are inaccuracies or ambiguities in presenting the individual approach to the phenomena under discussion. 5 – 6 points: some questions are partially answered, the concepts are not fully revealed and logically connected, the scholarly discussion on the topic of the studied material is critically assessed, the expression of the individual approach is not always well-argued, one of the questions is not answered, or some are answered incompletely. 3 – 4 points: some questions are not answered, the concepts mentioned do not reveal their understanding, the opinion or attitude is not argued or expressed at all, and the thoughts of some authors are repeated descriptively (without analysis). 1 – 2 points: the thoughts presented are not argued, terms are used incorrectly, and knowledge on the studied topic is not revealed.</p>

Author	Year of publication	Title	Issue 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
Birdie A.	2021	Cross-Cultural Exposure and Connections: Intercultural Learning for Global Citizenship.		Apple Press
Browaey's J.	2024	<i>Understanding Cross-cultural Management</i>	5th ed.	Pearson
Browaey's M-J., Price R.	2019	Understanding cross-cultural management	4 th ed.	Pearson Education
Schneider S., Barsoux J.	2014	Managing across cultures	3 rd ed.	Pearson Education
Supplementary reading				
Luthans, F., Doh, J.	2024	International Management: Culture, Strategy, and Behavior	12 th ed.	McGraw-Hill Education
Richter, N.F., Strandskov, J., Hauff, S., Taras, V.	2022	International Business Strategy and Cross-Cultural Management. An Applied Approach		Edward Elgar Publishing
Deresky, H., Miller, S.R.	2021	International Management: Managing Across Borders and Cultures. Text and Cases	10 th ed.	Pearson
Hill, C. W., & Hult, G. T. M.	2016	Global Business Today	9 th ed.	McGraw-Hill Education.
Strani, K., & Pfeiffer, K. (Eds.)	2023	Intercultural Issues in the Workplace: Leadership, Communication and Trust.		Springer Nature.
House, R. J.	2004	Culture, leadership, and organizations: The GLOBE study of 62 societies.		Thousand Oaks, CA.
It is recommended to use scientific articles published in the following publications for the preparation of the group project:	Cross-Cultural Management: An International Journal - www.emeraldinsight.com International Journal of Cross-Cultural Management - www.sagepublications.com			