

COURSE DESCRIPTION CARD

NOTE: If the course includes lectures and classes, the Course Description Card applies to both types of instruction.

<p>1. Course title: Cross Culture Management</p>	<p>2. Course code: Number of ECTS credits: 4,0 Course completion mode: E Course commenced / Year 2019-2020</p>																														
<p>3. Major: International Business</p>																															
<p>4. Department of major coordinator: Department of Consumption Research</p>																															
<p>5. Name of course instructor: Lecture: Monika Sulimowska-Formowicz, Ph.D. Classes: Monika Sulimowska-Formowicz, Ph.D. Examiner: Monika Sulimowska-Formowicz, Ph.D.</p>																															
<p>6. Department of course instructor: Department of International Management</p>																															
<p>7. Number of contact hours with students:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 50%;">Type of instruction</th> <th style="width: 25%;">Full-time study</th> <th style="width: 25%;">Part-time study</th> </tr> </thead> <tbody> <tr> <td>lectures</td> <td>14</td> <td></td> </tr> <tr> <td>classes</td> <td>14</td> <td></td> </tr> <tr> <td>foreign language classes</td> <td></td> <td></td> </tr> <tr> <td>lab classes</td> <td></td> <td></td> </tr> <tr> <td>seminars</td> <td></td> <td></td> </tr> <tr> <td>e-learning</td> <td></td> <td></td> </tr> <tr> <td>other</td> <td></td> <td></td> </tr> <tr> <td>Total hours</td> <td>28</td> <td></td> </tr> <tr> <td>examination (hours)</td> <td>3</td> <td></td> </tr> </tbody> </table>		Type of instruction	Full-time study	Part-time study	lectures	14		classes	14		foreign language classes			lab classes			seminars			e-learning			other			Total hours	28		examination (hours)	3	
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<p>8. Course timeframe - no. of semesters: 1</p> <p style="margin-left: 40px;">Course commencement / Year 2019/2020</p> <p style="margin-left: 40px;">Course commencement / Semester winter</p>																															
<p>9. Level of tertiary education: Master.</p>	<p>10. Course status Elective</p>																														
<p>11. Course prerequisites Compulsory: principles of management Recommended: international management</p>																															
<p>12. Course objectives:</p> <p>Providing students with knowledge and equipping them with skills enabling management of enterprises operating in an intercultural environment.</p> <p>Knowledge:</p>																															

Providing students with knowledge about culture as management determinants, in particular about the impact of determinants on the formulation of organizational strategies and structures in enterprises and on management principles a team operating in a multicultural environment.

Skills:

Equipping students with staff management skills in culturally diverse organizations, in particular selecting staff for culturally diverse organizations, building and integrating intercultural teams, and

conflict resolution in intercultural teams.

Competences:

Equipping students with the skills to work in a group also consisting of representatives of different cultures.

13. Teaching and learning methods:

A. Direct student-instructor contact:

No.	Teaching methods	Description	Number of hours	
			Full-time study	Part-time study
1.	case study-based classes	case study presentation, discussion	14	0
2.	multimedia-assisted lecture	lecture with case studies illustrating presented theoretical knowledge	14	0
Total			AS: 28	AN:0

B. Self-study:

No.	Learning methods	Description	Number of hours	
			Full-time study	Part-time study
1.	own notes analysis	preparation to the exam	25	0
2.	presentation preparation	preparation of a presentation of selected national culture (results of cross-cultural teams' work)	25	0
3.	case studies analysis	group work over case studies illustrating presented theoretical knowledge	22	0
Total			BS: 72	BN: 0

Total AS+BS = 100

Examination (E) = 3

Total AS+BS+E= 103

Total AN+BN = 0

Examination (E) = 0

Total AN+BN+E = 0

14. Key words: company internationalization, international organization, cultural competence, cultural environment, cultural differences in business

15. Course content:

1. The essence of intercultural management. International management and intercultural management.
2. Culture as a condition of management. Definition of culture, levels of culture, layers of culture. Relationships between national culture and organizational culture. Impact of cultural conditions for the formulation of strategies and organizational structures of the enterprise.
3. Dimensions of national and organizational culture affecting the management of teams working in international environment. Classification of E.T. Hall, G. Hofstede, F. Trompenaars, Ch. Hampden-Turner.
4. Solving cultural dilemmas in an international enterprises. Realizing cultural differences.

- Respecting cultural differences. Reconciling cultural differences.
5. Culture and leadership - the impact of national and organizational cultures on organizational leadership. The concept of leadership, types of leadership. Principles of effective management - Developing leadership skills in different cultures - leadership and cultures of East and West (task orientation versus relationship orientation).
 6. Personnel management in culturally diverse organizations. Human resources management vs national and organizational cultures. Building a learning organization.
 7. Cultural context of acquiring managerial staff for international enterprises.
The procedure of obtaining managerial staff for international enterprises. Strategies for the selection of managerial staff for international enterprises - Practice for the selection of managers in selected cultural circles (Japan, United States, Germany, France, Spain, Scandinavian countries).
 8. Presentation of selected national cultures - results of group work of students.

16. Course learning outcomes as related to the learning outcomes of the major and methods for assessing student attainment

Intended learning outcomes of the major / Symbols	Intended learning outcomes of the course	Methods for assessing student learning outcomes	Documentation
<u>Knowledge</u>			
IB2_K01# IB2_K02# IB2_K06#	1. student knows the economic concepts concerning international business 2. student knows features and roles of entrepreneurs functioning in international and cross-cultural environment 3. student knows how to manage people in internationalized companies	test – closed and open questions	list of questions
<u>Skills</u>			
IB2_S01# IB2_S02# IB2_S04#	1. students is able to communicate with stakeholders coming from different cultures 2. student is able to analyze and assess company's actions in international environment 3. student is able to use in practice normative systems stemming from different national and organizational cultures	group work in cross-cultural teams – preparation of presentation about the selected national culture, case studies analysis	case studies, Power Point presentations
<u>Social competences</u>			
IB2_C01# IB2_S03# IB2_S05#	1. student is ready to co-work in a group, also cross-cultural 2. student is ready to lead a small or medium-sized team 3. student is ready for responsible realization of assigned tasks	group work in cross-cultural teams – preparation of presentation about the selected national culture, case studies analysis	case studies, Power Point presentations

17. Method for determining the final course grade:

No.	Methods for awarding credits and course completion requirements	Description	Percentage of the final course grade*
1.	written exam without the possibility to use materials	test – closed and open questions	40%
2.	case studies	case studies of cross-culture management problems	30%
3.	presentation	selected country presentation	30%

* If students are required to obtain both a class grade and an exam grade, the class grade constitutes at least 30% of the final course grade.

18. Reading list

Mandatory readings:

1. M.J. Browaeys, R. Price, Understanding Cross - cultural management, Prentice Hall, Financial Times, Pearson Education Limited 2008.
2. R. T. Moran, Ph. R. Harris, S. V. Moran: Managing cultural differences. Wyd. Elsevier, 2011.M. Rozkwitalska: Intercultural management issues. Wyd. Difin, Warszawa, 2012.

Suggested readings:

1. L. Hoecklin, Managing cultural differences. Strategies for Competitive Advantage, Addison-Wesley International 1995.
2. H. Deresky, 2000. International management: managing across borders and cultures. Upper Saddle River: Prentice Hall.
3. Handbook of Cross - cultural management, ed. by M.J. Gannon, K.L. Newnam, Blackwell Business 2002.
4. F. Luthans, J. Doh, : International management: culture, strategy and behavior. Wyd. McGraw-Hill, 2012.
5. A. Nizielska: Cultural determinants of relations with entities from the international market environment (w:) Journal of Intercultural Management, vol. 3, no.2 . Łódź, 2011.

19. Language of instruction: English

20. Course instructors' recommendations: