The Government of the Russian Federation

The Federal Government Autonomous Institution of Higher Education
National Research University - Higher School of Economics

Faculty of Management

«CROSS-CULTURAL MANAGEMENT»
Master programme 080200.68 - Management

Author: N. Guseva, professor,
PhD. in Management and Sociological sciences,
natguseva@hse.ru; profguseva@gmail.com

Approved at the meeting of the department
«___»__________ 2013
General and Strategic Management
Head of Department _____________ Filinov N. B.

Recommended section of UMS
«___»__________ 2013
Management
Chairman _____________ Filinov N. B.

Approved by the Academic Council
Scientific secretary Balayeva O.
«___»__________ 2013

Moscow, 2013

The present program cannot be used by other departments of the University and other Universities without the resolution of the developer’s department
1 Course Description

The course is knowledge–oriented and skills oriented course alike. It is designed for studying the main concepts and theories in cross-cultural management from the one hand. On the other hand, students will reflect their own skills in multicultural context. Thus, the course will help students in addressing their current and future behaviour in global environment.

The course will focus on management from an intercultural perspective, taking into account cultural peculiarities and various methods of management on “cultural joints” in the process of expanding international collaboration growth and the implementations of multinational projects.

Knowledge of cross-cultural differences and their practical use increases the efficiency of interaction between representatives of different national cultures and could be considered as one of the core competencies of successful manager in the global environment.

The course consists of two main parts: the methodology of the cross-cultural research and the models of cross-cultural management.

The object of the study is the management process between the representatives of different national cultures under conditions of expanding international cooperation and economic globalization.

The subject of the study is the cultural differences caused by the influence of national culture and models of cross-cultural interaction.

Teaching methods are presented by combination of systematic and situational approaches to management.

2 Sphere of application and normative references

The course program «Cross-Cultural Management» establishes minimum requirements for students' knowledge and skills and determines the content and styles of training sessions and reporting.

The program "Cross-cultural management" is designed for students accomplishing Master programme 080200.68 "Management" with the following specializations: "Strategic Management and Corporate Governance," "Marketing", "Marketing Communications", "Human Recourses Management" and "Project Management".
This program is developed in accordance with:

- Educational standards NRU - HSE;
- Educational program for master's degree 080200.68 "Management";

3 Course goals

The main goal of the "Cross-Cultural Management" course is studying a fundamentally new approach to company's management, taking into consideration cross-cultural differences, and creating a system of knowledge necessary for successful company management in global environment.

4 Course outcomes

As a result, students acquire the following system and socio-personal competencies:

1. System competencies:
   SK-M4 is able to enhance and develop his intellectual and cultural level, build a path of professional and career development;
   SK-M5 is able to make managerial decisions, evaluate their possible outcomes and take full responsibility for them;
   SK-M7 is able to organize a multilateral (including multicultural) communication and manage it successfully;
   SK-M1 is able to introspect (evaluate and process) studied scientific methods and modes of activity;
   SK-M8 is able to operate as a professional and a scientist in a multinational environment;

2. Social and personal competencies (SPC):
   SLK –M2 is able to employ social and multicultural differences in order to solve problems in his/her professional and social activities;
   SLK –M3 is able to distinguish and transmit corporate goals in his professional and social activities;
SLK –M4 is able to perform a deliberate choice of interpersonal communications strategies.

As a result of completing this discipline, a student has to:

- Understand the modern interpretation of the national culture and know how it impacts the management process;
- Know the main parameters characterizing the national cultures and the methodology of their measurement;
- Understand the peculiarities of the process of cross-cultural management and be able to use cross-cultural differences in the company’s management;
- Develop skill in communication, team-building, motivation leadership and negotiation in order to allow students to reflect upon their own attitudes and behaviour;
- Acquire the cultural sensitivity necessary for successful managers in European and international context;
- Learn the practical applicability of foreign experience in cross-cultural management.

5 The role of the discipline in the structure of the educational programme

The "Cross-cultural management" discipline is a part of the electives courses for the students accomplishing 080200.68 "Management" master programme with the specializations: "Strategic Management and Corporate Governance,” "Marketing”, "Marketing Communications”, “Human Resources Management” and "Project Management”.

The study of this course is based on the following disciplines:

- General Management;
- Strategic Management;
- Corporate governance;
- Organizational Behavior;
- Human Resource Management and etc.
<table>
<thead>
<tr>
<th>№</th>
<th>Topic</th>
<th>Number of class hours</th>
<th>Classroom activities</th>
<th>Self-study</th>
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<tbody>
<tr>
<td></td>
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<td>Lectures</td>
<td>Seminars</td>
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<tr>
<td>1.</td>
<td>Culture (Definitions, Levels and Characteristics)</td>
<td>14</td>
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<td>Introduction: the review of the course “Cross-cultural management”.</td>
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<td>History of origin, the object and the subject of the study.</td>
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<td>The notion of National Culture, studying methods and approaches to</td>
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<tr>
<td></td>
<td>culture interpretation.</td>
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<td>2.</td>
<td>Managerial Studies on Culture (Hofstede, Trompenaars, Hall)</td>
<td>24</td>
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<tr>
<td></td>
<td>The concepts of cross-cultural studies of G. Hofstede, E. Hall,</td>
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<td></td>
<td>F. Trompenaars, J.-L. Barsou, S. Schneider etc. Main national cultures’ characteristics.</td>
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<td>3.</td>
<td>Personality and Culture. Communication and Culture</td>
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<td>The process of cross-cultural communication: definition and features.</td>
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<td>4.</td>
<td>Leadership and Culture</td>
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<td>Peculiarities of leadership and interaction processes in a</td>
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<td>multicultural team. Models of global leadership.</td>
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<td>5.</td>
<td>Motivation and Culture</td>
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<td>Issues and peculiarities of motivation of multicultural staff.</td>
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<td>The process of negotiations and resolving conflicts in a multicultural environment.</td>
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<td>7.</td>
<td>Management Style and Culture</td>
<td>16</td>
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<td></td>
<td>Models of cross-cultural management. Features of Anglo-Saxon, Roman,</td>
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<td>German, Russian and Chinese models.</td>
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<td>8.</td>
<td>Multicultural Teamwork</td>
<td>20</td>
<td>4</td>
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<td>Managing diversity in the global work culture. Synergetic team</td>
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<td>management.</td>
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9. **Acculturation and Creation of Cultural Synergy**
   The interaction in a new cultural environment. Modern models of cultural diversity management.
   Cross-cultural conflicts and cultural synergy. Transitioning into the knowledge Culture.

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<td>12</td>
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<td>8</td>
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<tr>
<td>Total:</td>
<td>144</td>
<td>24</td>
<td>24</td>
<td>96</td>
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7 **Forms of control of students’ knowledge**

<table>
<thead>
<tr>
<th>Type of control</th>
<th>Form of control</th>
<th>1 year</th>
<th>Department</th>
<th>Parameters</th>
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<tbody>
<tr>
<td>Current control</td>
<td>Group assignment</td>
<td>X</td>
<td></td>
<td>Short description (10K characters); 12-15 slides Power Point presentation</td>
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<tr>
<td></td>
<td>Individual project</td>
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<td>20K characters; 12-15 slides Power Point presentation</td>
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<td>Group assignment</td>
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<td>Short description (10K characters); 12-15 slides Power Point presentation</td>
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<tr>
<td>Final</td>
<td>Exam</td>
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<td>Written exam 90 min.</td>
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7.1 **Grading procedures**

The criteria for the evaluation of students’ knowledge and skills are as follows:

**Class work (70%)**

- Class work participation                               1 point;
- Group assignment and presentation:
  - Team project 1  "Measure the cross-cultural differences"  2+1 points;
  - Team project 2  "Multicultural Teamwork"               2+1 points;
- Essay (individual project)                              2+1 points;

**Final exam (30%)**

Class work participation requires the knowledge of lectures material and additional readings. Students must be ready to give clear answers to readings-related questions, be able to analyse practical examples and cases.

For the **group assignment and presentation** students are:

- expected to analyse business cases, examples and draw adequate and singular conclusions, involving their theoretical and practical knowledge.
- required to know major concepts in cross-cultural management and cross-cultural interactions’ business models in order to be able to develop an effective multicultural teamwork on an example of a global company;

(training of practical skills and competencies).
The **individual task** consists of an essay and its presentation. Students are proposed to conduct a study on “The impact of national culture on multicultural teamwork and business peculiarities in a new cultural environment”.

**Deadlines:** Students are strictly recommended to follow the deadlines of the assignments. Failure to comply with deadlines reduces the grades by 20% (1 – 3 days) up to 50% (after 7 days).

## 8 Contents of the course

### Section 1. Culture (Definitions, Levels and Characteristics)

The phenomenon of culture. The concepts of national, organizational and professional cultures. Factors influencing on the formation of systems interests, causing different behavioral patterns of different cultures’ representatives. The model of culture as an "Onion" by Fons Trompenaars. The role of culture in cross-cultural research. National culture interpretations: value, personal and cognitive approaches. Methods of studying the impact of national culture.

Number of class work hours - 2 h. lectures and 2 h. seminars.

The total amount of individual work on the subject is 10 hours involving students’ acquaintanceship with the materials on the topic for successful accomplishment of current control tasks and preparation for workshops.

**Required readings:**

Course book:


**Additional readings:**


2. Brookes M., Croucher R., Fenton-O’Creevy M., Gooderham P. Measuring competing explanations of human resource management practices through the Cranet survey: Cul-


The studying process for section №1 includes discussions and case studies during the workshop.

**Section 2. Managerial Studies on Culture (Hofstede, Trompenaars, Hall)**

The concepts of cross-cultural studies. Geert Hofstede's “values-oriented” labour activity paradigm. Main constructs: Individualism – Collectivism; Power distance; Masculinity – Femininity; Uncertainty Avoidance; Long-term and Short-term orientation.

Edward Hall’s concept of “Cultural grammar”. Four parameters of a national culture: Time, Context, Space and Informational flows.

Number of class work hours - 4 h. of lectures and 4 h. of workshops.

The total amount of individual work on this section is 16 hours involving students’ acquaintanceship with the materials on the topic for successful accomplishment of current control tasks and preparation team project N1.

**Required readings:**


The studying process for section №2 involves discussions and group work.

Section 3. Personality and Culture. Communication and Culture

The process of cross-cultural communication – the concept and main features. Cultural differences as a communicational resource. Main characteristics of high-context and low-context cultural communications styles. The impact of communications styles on creating models of cross-cultural interaction.

Number of class work hours - 2 h. of lectures and 2 h. of workshops.

The total amount of individual work on this section is 10 hours involving students’ acquaintanceship with the materials on the topic for successful accomplishment of current control tasks, preparation for workshops, research on a case study, and presentation of an individual project (essay) on a chosen subject.

Required readings:
Course book:

Additional readings:

The studying process for section №3 involves discussions, research on a case study, and the development and presentation of individual projects.
Section 4. Leadership and Culture

The process of leadership and interaction in a multicultural team. Key concepts of global leadership. Models of leadership. Global organizations. Global leadership and the change in knowledge about cultural differences. The role of leadership in the change of the organizational culture. National culture knowledge management. The role of leadership in creating cultural synergy. Problems of global leadership.

Number of class work hours - 2 h. of lectures and 2 h. of workshops.

The total amount of individual work on this section is 10 hours involving students’ acquaintance with the materials on the topic for successful accomplishment of current control tasks, preparation for workshops, research on a case study, and presentation of an individual project (essay) on a chosen subject.

Required readings:
Course book:

Additional readings:


The studying process for section №4 involves discussions, research on a case study, and the development and presentation of individual projects.
Section 5. Motivation and Culture

Multicultural staff motivation process. Social justice from the cultural point of view. The definition of exogenous and endogenous motivation. Main characteristics and peculiarities of exogenous and endogenous motivation. The creation of multicultural staff motivation models. Main problems of multicultural staff motivation and possible solutions.

Number of class work hours - 2 h. of lectures and 2 h. of workshops.

The total amount of individual work on this section is 10 hours involving students’ acquaintanceship with the materials on the topic for successful accomplishment of current control tasks, research on a case study, and presentation of an individual project (essay) on a chosen subject.

Required readings:


The studying process for section №5 involves discussions, research on a case study, and the development and presentation of individual projects.

Section 6. Negotiations and Culture, Conflict Behaviour and Culture


Number of class work hours - 4 h. of lectures and 2 h. of workshops.

The total amount of individual work on this section is 10 hours involving students’ acquaintanceship with the materials on the topic for successful accomplishment of current control
tasks, research on a case study, and presentation of an individual project (essay) on a chosen subject.

**Required readings:**

Course book:

Additional readings:

The studying process for section №6 involves discussions, research on a case study, and the development and presentation of individual projects.

**Section 7. Management Style and Culture**

Models of cross-cultural management. Culture clusters. Culture ranking by G. Hofstede. The notion of Anglosaxon, Roman, German and Russian concepts. The approach of R. Gestelend. Main parameters of model construction: focus on the transaction / on the relationship; formal / informal culture; culture with strict time limits / flexible time limits; emotionally expressive / emotionally restrained cultures. Features of Anglosaxon, Roman, German, Russian and Chinese models.

Number of class work hours - 2 h. of lectures and 4 h. of workshops.

The total amount of individual work on this section is 10 hours involving students’ acquaintanceship with the materials on the topic for successful accomplishment of current control tasks and workshops, research on a case study.
Required readings:
Course book:

Additional readings:

The studying process for section №7 involves discussions, a case study, and the development a group project.

Section 8. Multicultural Teamwork

Number of class work hours - 4 h. of lectures and 4 h. of workshops.

The total amount of individual work on this section is 12 hours involving students’ acquaintanceship with the materials on the topic for successful accomplishment of current control tasks and preparation team project N2.

**Required readings:**

Course book:

**Additional readings:**


The studying process for section №8 involves discussions, research on a case study and group assignments.

**Section 9. Acculturation and Creation of Cultural Synergy**

Number of class work hours - 2 h. of lectures and 2 h. of workshops.

The total amount of individual work on this section is 8 hours involving students’ acquaintance with the materials on the topic for successful accomplishment of current control tasks.

**Required readings:**

Course book:


**Additional readings:**


The studying process for section №9 involves discussions and research on a case study.

9 Educational Technologies (Practices)

In the framework of “Cross-cultural Management” course various educational technologies are used, such as: theoretical lectures and interactive types of classes: business and role playing games, research on practical tasks and case studies, cross-cultural interactions trainings, meetings with foreign companies representatives.

10 Appraisal tools for current control and student assessment of academic progress

10.1 Samples of group assignments:

Team project 1
- Measurement cultural differences by G. Hofstede approach;
- Measurement cultural differences by E. Hall approach;
- Measurement cultural differences by F. Trompenaars and Ch. Humpden-Turner approach;
- Measurement cultural differences by R. Gesteland approach;

Team project 2
- Development of a cross-cultural management model considering Anglo-Saxon /Russian cultural peculiarities;
- Development of a cross-cultural management model considering Roman/Russian cultural peculiarities;
- Development of a cross-cultural management model considering German/Arab cultural peculiarities;
- Development of a cross-cultural management model considering Russian/Japanese cultural peculiarities;
- Development of a cross-cultural management model considering Chinese/ Anglo-Saxon cultural peculiarities;
• Development of a cross-cultural management model considering xxxxx/ xxxxx cultural peculiarities.

10.2 Samples for essays (individual projects):

• Multinational companies’ best practices of forming teams.
• Examples of successful leadership of multinational companies.
• Examples of efficient decision-making (for multinational companies).
• The process of staff motivation: best/interesting practices of multinational companies.
• Building efficient communication: best/interesting practices of multinational companies.
• The process of negotiating and resolving corporate conflicts: best/interesting practices of multinational companies.
• Problems of building effective communication in multinational companies.
• Problems of forming an effective staff motivation system in multinational companies.
• Problems of decision-making and resolving conflicts in multinational companies.
• Cross-cultural analysis of building an effective xxxxxxxxxx management process: East and West.

Size: 10 - 12 pages, font 12, spacing 1,5.

11 Grading procedures

The grade for the course includes class work, current control and exam grades.

11.1 The results of class work are formed on the basis of oral answers, participation in discussions and debates.

11.2 Current control consists of the following elements:

• Class work participation 1 point;
• Group assignment and presentation:
  ➢ Team project 1 “Measure the cross-cultural differences” 2+1 points;
  ➢ Team project 2 “Multicultural Teamwork” 2+1 points;
• Essay (individual project) 2+1 points;
The final grade for the results on current control is calculated in the following way (Grade):

\[ G_{\text{current}} = 0.1 \cdot G_{\text{oral}} + 0.3 \cdot G_{\text{group project N1}} + 0.3 \cdot G_{\text{group project N2}} + 0.3 \cdot G_{\text{essay}} \]

11.3 The aggregated grade is on a 10-point scale and is composed of final current control and exam grades.

The aggregated grade is calculated by the following formula \((G_{\text{exam}} \text{ – points for the exam})\):

\[ G_{\text{final}} = 0.3 \cdot G_{\text{exam}} + 0.7 \cdot G_{\text{current}} \]

On the final exam students are not allowed to receive extra points as a recompense for the current control.

12 Teaching Methods and Information Provision

12.1 Course book


12.2 Required readings


### 12.3 Additional readings


**Online sources:**

http://www.12manage.com

http://www.geert-hofstede.com/
13 **Technical Provision**

The present course is conducted with the use of following equipment: laptop and projector for lectures and group project presentations, a flipchart and markers.

14 **Academic integrity**

14.1 Each student in this course is expected to abide by the Higher School of Economics’ Academic Honesty Policy. Any work submitted by a student in this course for academic credit will be the student’s personal work. For this course, collaboration is allowed in the following instances: group discussion in class, group projects and presentations.

14.2 Students are encouraged to study together and to discuss information and concepts covered in lecture and the sections with other students. You can give "consulting" help to or receive "consulting” help from such students. However, this permissible cooperation should never involve one student having possession of a copy of all or part of work done by someone else, in the form of an e-mail, an e-mail attachment file, a diskette, or a hard copy. Should copying occur, both the student who copied work from another student and the student who gave material to be copied will automatically receive a zero for the assignment. Penalty for violation of this Policy can also be extended to include failure of the course and University disciplinary action.

14.3 During examinations, every student must do his/her own work. Talking or discussing is not permitted during the examinations, nor may you compare papers, copy from others, or collaborate in any way. Any collaborative behavior during the examinations will result in failure of the exam, and may lead to failure of the course and University disciplinary action.

15 **Accommodation for students with disabilities**

The Higher School of Economics is committed to ensuring equal academic opportunities and inclusion for students with disabilities based on the principles of independent living, accessible universal design and diversity. I am available to discuss appropriate academic accommodations that may be required for student with disabilities. Requests for academic accommodations are to be made during the first three weeks of the semester, except for
unusual circumstances. Students are encouraged to register with Disability Services Center to verify their eligibility for appropriate accommodation.