The Government of the Russian Federation

The Federal Government Autonomous Institution of Higher Education

National Research University Higher School of Economics

Faculty of Business and Management

«CROSS-CULTURAL MANAGEMENT»
Master programme 38.04.02 Management

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Approved at the meeting of the department
«___»__________ 2016
General and Strategic Management
Head of Department ____________ Volkova I.O.

Recommended section of UMS
«___»__________ 2016
Management
Chairman ____________ Filinov N. B.

Approved by the Academic Council
Scientific secretary Balayeva O.

«___»__________2016
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Moscow, 2016

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 during the period of wide extension of international collaboration and economic globalization nowadays.

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 38.04.02 "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 38.04.02 "Management";

3 Learning Objectives

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

4 Learning outcomes

Major course outcomes is the development of skills in communication, team-building, leadership, PSDM, negotiation and motivation in multicultural environment, in order to allow students to reflect upon their own attitudes and behaviour, and to acquire the cultural inelegance necessary for successful managers in European and international context.

Learning outcomes of the discipline are:

- Understanding the modern interpretation of the national culture and impact of culture to the major management process;
- Knowledge of the main parameters characterizing the national cultures and the methodology of its measurement;
- Understanding the major peculiarities of the cross-cultural management process and development of the skills based on cross-cultural differences application to the company' management;
- Developing skills in communication, team-building, motivation leadership and negotiation in multicultural environment;
- Cultural intelligence necessary for global managers;
- Knowledge of practical applicability of foreign experience in cross-cultural management.
The competence of the student formed within the framework of the course

Within the framework of the course a student will acquire the following systems, socio-personal and tool competencies:

1. Systems competencies (SC):
   SC—M1 is able to introspect (evaluate and process) studied scientific methods and modes of activity;
   SC—M2 is able to suggest approaches and models, develop and use new methods and tools for professional activities;
   SC—M4 is able to enhance and develop his intellectual and cultural level, build a path of professional and career development;
   SC—M5 is able to make managerial decisions, evaluate their possible outcomes and take full responsibility for them;
   SC—M7 is able to organize a multilateral (including multicultural) communication and manage it successfully;
   SC—M8 is able to operate as a professional and a scientist in a multinational environment;

2. Social and personal competencies (SPC):
   SPC—M2 is able to employ social and multicultural differences in order to solve problems in his/her professional and social activities;
   SPC—M3 is able to distinguish and transmit corporate goals in his professional and social activities;
   SPC—M4 is able to perform a deliberate choice of interpersonal communications strategies.
   SPC—M8 is able to generate conceptually new ideas and products, is creative and initiative;

3. Tool competencies (by activity type):
   PC-10 is able to distinguish and formulate topical academic issues in management, aggregate and critically evaluate the results achieved by Russian and foreign researchers on the studied topic;
   PC-11 is able to determine data relevant for academic problem-solving in management, accomplish data collection in field conditions as well as from basic sources of socio-
economic information: accounting documents of firms with different forms of incorporation, governmental organizations etc., databases, academic journals, Russian and foreign statistics on social and economic processes and issues, analyze and interpret this data;

PC-13 is able to use methods of qualitative and quantitative analysis and modeling, theoretical and empirical research in management sphere;

PC-14 is able to present results of the conducted study in the form of a report, an article or a presentation;

PC-22 is able to plan and implement projects and enterprises aimed at organizational strategy implementation;

PC-24 is able to apply contemporary managerial tools and develop new management technologies.

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 38.04.02 "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 pre-requisites:

- General Management;
- Strategic Management;
- Organizational Behavior;
- Human Resource Management;
- Psychology 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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</table>
| 1. | **Culture (Definitions, Levels and Characteristics)**  
Introduction: the review of the course “Cross-cultural management”. History of origin, the object and the subject of the study.  
The notion of National Culture, studying methods and approaches to culture interpretation. | 12 | 2 | 4 | 6 |
| 2. | **Managerial Studies on Culture** (Hofstede, Trompenaars, Hall).  
The concepts of cross-cultural studies of G. Hofstede, E. Hall, F. Trompenaars, J.-L. Barsoux, S. Schneider etc. Main national cultures’ characteristics. | 22 | 2 | 4 | 16 |
| 3. | **Personality and Culture. Cross-cultural communication**  
The process of cross-cultural communication: definition and features. | 16 | 2 | 4 | 10 |
| 4. | **Multicultural Teamwork**  
Managing diversity in the global work culture. Synergetic team management. | 18 | - | 4 | 14 |
| 5. | **Leadership and Culture**  
Peculiarities of leadership and interaction processes in a multicultural team. Models of global leadership. Expatriates in Russia. | 16 | 2 | 4 | 10 |
| 6. | **Negotiations and Culture. Conflict Behaviour and Culture**  
The process of negotiations and resolving conflicts in a multicultural environment. | 16 | 2 | 4 | 10 |
<table>
<thead>
<tr>
<th></th>
<th>Motivation and Culture</th>
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<tbody>
<tr>
<td></td>
<td>Issues and peculiarities of motivation of multicultural staff.</td>
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<td>7</td>
<td>14</td>
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<table>
<thead>
<tr>
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<th>Multinational Decision Making</th>
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<tr>
<td></td>
<td>Problem recognition and constructing alternatives in multicultural environment. Choice and implementation stages. Ethical decision making in global environment.</td>
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<td>8</td>
<td>14</td>
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<tr>
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<th>Creation of Cultural Synergy and Multicultural Teamwork</th>
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<tbody>
<tr>
<td></td>
<td>Managing diversity in the global work culture. Synergetic team management. The interaction in a new cultural environment. Modern models of cultural diversity management.</td>
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<td>9</td>
<td>16</td>
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<th>Total:</th>
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<td></td>
<td>144</td>
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7 **Forms of students' knowledge control**

<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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</thead>
<tbody>
<tr>
<td>Current control</td>
<td>Colloquium</td>
<td>X</td>
<td></td>
<td>Presentation (20 – 25 slides) and results discussion of the team projects (1 &amp; 2)</td>
</tr>
<tr>
<td></td>
<td>Individual project (Essay)</td>
<td></td>
<td></td>
<td>20K characters; 12-15 slides Power Point presentation, incl. interview.</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 the follows:

<table>
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<tr>
<th>Current control 70% + Final exam (30%)</th>
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**Grading system for current control:**

- Class work participation: 20%
- Group assignment and presentation at the colloquium:
  - Team project 1 “Measurement of the cross-cultural differences” 25%
  - Team project 2 “Synergetic approach for Multicultural Teamwork” 25%
- Essay (individual project), including interview with expatriates 30%

**Class work** participation based on the knowledge of lectures material and required & optional 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;

The **individual task** consists of an essay and its presentation. Students are proposed to conduct a study & research **“The impact of national culture on major managerial process”** applying qualitative research methods.
**Deadlines:** Students are strictly recommended to follow the deadlines of the assignments. Failure to comply with deadlines reduces the grades by:

- 20% - delay 1 – 3 days;
- 30% - delay 4 - 5 days;
- 40% - delay 6 – 7 days;
- 50% - delay more than 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 4h of seminars.

The total amount of individual work on the subject is 6 hours implying 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:


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 - 2 h. of lectures and 4 h. of workshops.

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

**Required readings:**


**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 4h of seminars.

The total amount of individual work on this section is 10 hours implying 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. Multicultural Teamwork**

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

The total amount of individual work on this section is 14 hours implying 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 №4 involves discussions, research on a case study and group assignments.

Section 5. 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. Expatriates (foreign professionals) in Russia

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 implying 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:
Section 6. Negotiations and Culture. Conflict Behaviour and Culture


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 implying students’ acquaintance 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. 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 - 4 h. of workshops.

The total amount of individual work on this section is 10 hours implying 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:

The studying process for section №7 involves discussions, research on a case study, and the development and presentation of individual projects.

Section 8. Multinational Decision Making

Major steps of decision making process. Problem recognition, information search and constructing alternatives in multicultural environment. Making choice and implementation stages. Ethical decision making in global environment.

Number of class work hours - 4h workshops.

The total amount of individual work on this section is 10 hours implying students’ acquaintance 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 presentation of the group assignments.

**Section 9. Creation of Cultural Synergy and Multicultural Teamwork**


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

The total amount of individual work on this section is 10 hours implying 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 includes 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:**

<table>
<thead>
<tr>
<th>Team project 1 “Measurement of the cross-cultural differences”</th>
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<tbody>
<tr>
<td>• Measurement cultural differences by G. Hofstede approach;</td>
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<tr>
<td>• Measurement cultural differences by E. Hall approach;</td>
</tr>
<tr>
<td>• Measurement cultural differences by F. Trompenaars and Ch. Humpden-Turner approach;</td>
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<tr>
<td>• Measurement cultural differences by R.Gesteland approach; etc.</td>
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</tbody>
</table>

| Team project 2 “Synergetic approach for Multicultural Teamwork” |
• Synergetic approach for Multicultural team management taking into account Anglo-Saxon /Russian cultural peculiarities
• Synergetic approach for Multicultural team management taking into account Roman/Russian cultural peculiarities;
• Synergetic approach for Multicultural team management taking into account German/Russian cultural peculiarities;
• Synergetic approach for Multicultural team management taking into account XXXXXXXX/Russian 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 employees’ motivation: best/interesting practices of multinational companies.
• Building efficient communication: best/interesting practices of multinational companies.
• The process of negotiating and resolving conflicts: best/interesting practices of multinational companies.
• Problems of building effective communication in multinational companies.
• Problems of forming an effective employees’ motivation system in multinational companies.
• Problems of decision-making and resolving conflicts in multinational companies.
• Cross-cultural analysis of building an effective management process: East and West.

Requirements:

• The topic for individual project has to be agreed with the professor;
• The paper should include practical and theoretical parts and possess originality and academic novelty (for an excellent grade);
• The theoretical part should include a literature review on the research topic and a research hypothesis;
• The practical part should include research methods (qualitative or quantitative);
• Size: 10 - 12 pages, font 12 (calibri / cambria), spacing 1.5.
• The formatting should meet the requirements of NRU – HSE, including the title page, contents, footnotes, reference list (not less than 20 sources).
11 Grading system

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

11.1 The results of class work are graded on provided answers, participation in class discussions and debates.

11.2 Grading system for current control:

- Class work participation
- Group assignment and presentation at the colloquium:
  - Team project 1 “Measurement of the cross-cultural differences” 25%;
  - Team project 2 “Synergetic approach for Multicultural Teamwork” 25%;
- Essay (individual project), including interview with expatriates 30%;

Final grade for current control is calculated in the following way:

\[ G_{\text{current}} = 0.2 \cdot G_{\text{class}} + 0.25 \cdot G_{\text{group project N1}} + 0.25 \cdot G_{\text{group project N2}} + 0.3 \cdot G_{\text{essay}}; \]

11.3 The aggregated grade on a 10-point scale is based on 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


13. **Technical Provision**

The present course is conducted with the use of following equipment: laptop and projector for lessons 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.