

Course description

Cross-cultural Management	
Department responsible for the course	Institute of History & International Relations Transnational Relations: Russia, Asia, and Europe
Lecturer	Oxana Karnaukhova oskarnauhova@sfedu.ru
Semester when the course unit is delivered	Autumn semester
Teaching hours per week	2
Level of course unit (for ex., Second cycle – Master level)	Second cycle
ECTS credits	5
Admission requirements	<ul style="list-style-type: none"> • Programme fundamentals.
Course objectives (aims)	This course aims to develop the awareness, skills and knowledge required by managers seeking to work abroad as international executives. The class provides a key grounding in the nature of management in the global context by increasing awareness and understanding of the soft skills in international management, particularly those relating to cross-cultural management. The meaning of culture is explored by drawing on a range of national cultural and institutional models and studies and providing a broad understanding of the international context in which multinational corporations operate.
Course contents	The course focuses on the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on cross-cultural interactions. In particular the focus will be on the influence of organizational and national cultures on the development and transfer of a wide range of CCM practices For example, in what ways do CC management and employment practices differ across countries and why? What are the possible underlying cultural and institutional reasons for these differences? The influence of national culture on aspects of organization structure will also be examined. A range of areas in international management will be reviewed including, structure and learning networks, transfer of CCM practices in network management, knowledge transfer and corporate social responsibility. Finally, we consider the emerging challenges of international management. The emphasis will be on how individuals, teams and organizations manage these cultural differences.
Learning outcomes	On successful completion of the course, students are expected to: <ul style="list-style-type: none"> • Have a general awareness of the existence of various international business standards • Know basic differences in international business operations • Understand and explain issues of cultural awareness when conducting international business • Understand the fundamentals of global business etiquette • Explain and apply the concept of cultural awareness

	<ul style="list-style-type: none"> • Perform an business cultural analysis on a country and explain the implications of the results of the analysis
Planned learning activities and teaching methods (for ex., lectures with a variety of examples and practice)	<ul style="list-style-type: none"> • Lectures. • Supervised practice • Expert quiz
Assessment methods and criteria	<ul style="list-style-type: none"> • Individual assignments: at least 38 out of 60 maximum score. <ul style="list-style-type: none"> - analysis of an article - five-page concept paper • Written exam: at least 22 out of 40 maximum score.
Course literature (recommended or required)	<p>Understanding Cross-Cultural Management, 3rd Edition by Marie-Joelle Browaeys & Rober Price (2015)</p> <p>Branine, M Managing Across Cultures : Concepts , Policies and Practices London : Sage (2011)</p>