

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF
PERSONNEL MANAGEMENT"**

Danube branch



SYLLABUS

of the academic discipline (selective)

CROSS-CULTURAL MANAGEMENT

Specialty **D3 Management**

Educational level: **First (bachelor's) level**

Educational program: **Management**

General information about the academic discipline

Name of the discipline	Cross-cultural management
Code and name of specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	3 credits / 90 hours. Lectures: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of study of the discipline	4 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the teacher. Contact information.

Dorosheva Antonina Alexandrovna	
Academic degree	PhD in History
Position	Associate Professor of the Department of Social and Scientific Disciplines
Areas of scientific research	Historical and Cultural Foundations of the Formation of Civic Values and Security Culture in Modern Ukrainian Society
Links to the registers of identifiers for scientists	Google Scholar https://scholar.google.com.ua/scholar? ORCID: https://orcid.org/0000-0003-3257-7173
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/dorosheva-portfolio-a.pdf

Discipline's description.

The discipline "Cross-Cultural Management" is devoted to the study of the peculiarities of managing organizations in the context of interaction between representatives of different national and corporate cultures. The course covers the analysis of cultural determinants that affect the behavior of personnel, leadership styles and the effectiveness of communications in international business. In the context of globalization and the active development of international logistics, knowledge of cross-cultural differences is becoming a critical factor in minimizing risks and successful negotiations with foreign partners.

The subject of the discipline is the patterns of occurrence of cultural differences in the working environment, methods of their comparative analysis and strategies for adapting management systems to the specifics of national cultures to ensure effective interaction in international business.

The aim of the discipline is to form in future managers a system of theoretical knowledge and practical skills necessary for effective leadership in a multicultural environment, building constructive intercultural communications and developing cultural intelligence (CQ).

The objectives of the discipline are to systematically study classical and modern models of cultural dimensions to understand the behavioral characteristics of foreign partners and colleagues, as well as to master the tools for overcoming communication barriers and culture shocks in professional activities. An important part is the formation of the ability to adapt management styles, motivation methods and decision-making processes to the requirements of a specific cultural context, which allows increasing competitiveness enterprises in the global market. A separate task is to analyze the impact of digitalization and virtualization on intercultural interaction in modern distributed teams.

As a result of studying the selective educational component "Cross-cultural management ", applicants must:

Know:

- the main theoretical concepts and parameters of cultural differences according to G. Hofstede, E. Hall and R. Lewis;
- regulatory framework on non-discrimination and equality of labor rights in international and Ukrainian legislation;
- psychological mechanisms of stereotypes and features of the course of culture shock;
- the specifics of verbal and non-verbal communication in different types of business cultures;
- Methods for evaluating the effectiveness of cross-cultural interaction in the organization.

Be able to:

- determine the cultural profile of the country and predict potential conflict zones in business communication;
- develop cross-cultural adaptation strategies for the staff of international companies;
- effectively negotiate with representatives of different cultures, taking into account the peculiarities of their perception of time and space;
- use digital tools and AI to analyze cultural contexts and usability of interfaces;
- to create an inclusive work environment that promotes the synergy of cultural differences.

Prerequisites for the discipline. The study of the discipline in the fourth semester is based on fundamental knowledge of Economic Theory and Introduction to the specialty "Management", where an understanding of the role of the human factor in the economy was laid. The theoretical basis of the course is the previously mastered History of Management, Theory of Organizations and Management itself, which provided students with knowledge about management structures and functions of the manager. Statistics and knowledge of legal norms in Jurisprudence.

Post-requisites for the discipline. The acquired competencies will become the basis for further study of HR Management and Foreign Economic Activity Management, where cross-cultural analysis is an integral part of the strategy. Skills in organizing work in an

international environment will be deepened in the courses of Logistics Management and Operations Management, as well as used during internships and writing diploma projects to substantiate the effectiveness of enterprises in the international arena.

Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Theoretical foundations of cross-cultural management and the concept of cultural intelligence (CQ).	<p>Teaching methods: Interactive lectures with visualization elements and analysis of international cases. Workshops and role-playing games to simulate intercultural negotiation situations. Project method: development of a cross-cultural profile of the country for business to enter new markets. Simulations using AI tools to analyze cultural contexts. Discussions and brainstorming on conflict resolution in virtual teams.</p> <p>Assessment methods Ongoing testing (Google Forms, Kahoot) to test knowledge of cultural patterns. Case study: assessment of the student's ability to identify cultural barriers in the given situation. Presentation of an individual project (for example, an expatriate adaptation strategy). Written analytical notes and abstracts based on the results of independent study of sources. Final test to assess the manager's complex competencies.</p>
Topic 2	Classical Models of Cultural Dimensions: Studies by Geert Hofstede and Edward Hall	
Topic 3	Typology of business cultures according to Richard Lewis and Fons Trompenaars.	
Topic 4	Psychological aspects of intercultural interaction: stereotypes, prejudices and overcoming culture shock.	
Topic 5	Features of verbal and non-verbal communication in international business	
Topic 6	Cross-cultural aspects of staff motivation and leadership in multinational companies	
Topic 7	Specifics of international negotiations and conflict resolution in a cross-cultural environment	
Topic 8	Management of virtual and distributed teams in the face of globalization.	
Topic 9	Cross-Cultural Management in the Digital Age: The Impact of AI and Automation on Cross-Cultural Communications.	
Topic 10	Ethics and Social Responsibility in International Business: National and Global Standards.	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

For the effective study of the discipline "Cross-Cultural Management", the educational process is provided by the use of a modern multimedia complex, which includes a projector and interactive panels for visualizing cultural profiles of countries and demonstrating educational cases. Practical training of students is carried out in computer classes with constant access to the Internet, which allows you to work with global analytical platforms such as Hofstede Insights or World Values Survey. The software includes standard office suites for preparing analytical reports, as well as Zoom or MS Teams video conferencing systems for practicing negotiation skills in a digital environment. Particular attention is paid to the integration of AI tools to generate cross-cultural interaction scenarios and the use of Miro interactive whiteboards to collectively design onboarding strategies in multinational teams.

Forms and methods of assessment.

The system of assessment of students' knowledge in the discipline "Cross-Cultural Management" provides for a combination of current and final (semester) control, which allows you to comprehensively assess both theoretical training in cultural models and practical skills of interaction in a multinational environment.

Current assessment is carried out systematically during practical classes and seminars. Particular attention is paid to the student's ability to diagnose cultural barriers in business communication, predict conflict zones in international teams, and apply specialized software, including artificial intelligence tools, to analyze cultural contexts and model adaptation strategies.

Forms of student participation in the educational process that are subject to ongoing control.

The participation of applicants is realized through active involvement in professional discussions and brainstorming sessions to optimize cross-cultural business processes. Students prepare presentations of analytical studies of business cultures of different countries, report on the results of international case studies and defend the results of cross-cultural audit of organizations. The written component includes the completion of test tasks (in particular in Google Forms/Kahoot), the preparation of analytical notes based on the results of comparing cultural profiles, as well as taking notes and developing individual projects "Strategy for entering the foreign market".

Methods of ongoing assessment include: The methodological toolkit combines traditional and innovative forms of knowledge testing:

Oral methods: individual interviews, frontal questioning, and participation in debates on current trends in global management and cultural intelligence.

Written and practical methods: reports on comparative analysis of countries (according to the Hofstede model), calculation tasks to determine the economic risks of cultural misunderstandings, construction of models of communication interaction in graphic editors.

Monitoring the results of activities: observing activity when solving problematic cross-cultural situations, checking presentations of individual projects, and conducting testing with open and closed types of tasks.

Grading system and requirements.

Table of distribution of points received by students*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1,2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6,7)	Seminar 5 (Topic 8,9)	Seminar 6 (Topic 10)	Module assessment task	Pass /Fail	
Work in a seminar class	6	6	6	6	6	6	20	20*	100
Independent work	4	4	4	4	4	4			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

Assessment Criteria and Procedure

Assessment of students' educational achievements is carried out in accordance with the current Regulations on Assessment in a Higher Education Institution.

Modular Assessment. Modular Assessment (MA) is carried out at the final lesson of each content block in the form of written testing.

When evaluating the unit test, the volume and correctness of the tasks are taken into account:

- grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- grade "good" (B) is given for completing 80% of all tasks;
- grade "good" (C) is given for completing 70% of all tasks;
- the grade "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are correctly completed;
- An "unsatisfactory" (FX) rating is given if less than 50% of the tasks are completed.
- Failure to appear for the unit test - 0 points.

The above scores are converted into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the discipline "Cross-Cultural Management" is a mandatory form of assessment of students' learning outcomes. It is carried out within the terms determined by the curriculum and covers the amount of material determined by the course program.

The final assessment is carried out in the form of a test. A student who has completed all the necessary work is admitted to the semester assessment.

The final grade is given based on the student's learning outcomes during the semester. The student's assessment consists of points accumulated from the results of the current assessment and incentive points.

Students who have completed all the required tasks and received a score of 60 points or higher receive a grade corresponding to the points received, without additional testing.

For students who have completed all the necessary tasks, but received a score below 60 points, as well as for those who want to improve their score (result), the teacher conducts the final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

Evaluation of Additional (Individual) Educational Activities

Additional (individual) types of educational activities include the participation of applicants in the work of scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and

competitions and International competitions, etc., in excess of the scope of tasks that are established by the relevant work program of the academic discipline.

By the decision of the department, students who participated in research work and performed certain types of additional (individual) types of educational activities can be awarded incentive (bonus) points for a certain educational component.

Assessment of independent work (Maximum — 4 points)

The total number of points received by a student for independent work is one of the components of academic success in the discipline. Independent work on each topic, according to the course program, is evaluated in the range from 0 to 4 points using standardized and generalized criteria for assessing knowledge.

Scale for evaluating the performance of independent work (individual tasks)

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
4	4	3	2	0-1

Forms of assessment include: current assessment of practical work; current assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparation of resumes on independently studied topics; testing or written exams; preparation of draft articles, conference abstracts and other publications; other forms that ensure a comprehensive assimilation of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activities at a high level.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment	
		for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

Discipline's Policy

Compliance with academic integrity

All participants in the educational process must adhere to the principles of honesty, mutual respect and responsibility. Any form of academic plagiarism, data falsification, or

cheating during individual projects and control tasks is unacceptable. The use of third-party sources of information, ideas or quotes should be accompanied by proper formatting of references in accordance with current standards.

Use of artificial intelligence

The use of artificial intelligence (Generative AI) tools is allowed only as an auxiliary tool for analyzing large amounts of data, generating ideas for cross-cultural scenarios, or checking the grammar and stylistics of works. Students are required to indicate the fact of using AI in their works and critically evaluate the generated content for cultural neutrality and the absence of stereotypes. Full delegation of AI tasks is regarded as a violation of academic integrity.

Class attendance and activity

The educational process is based on active interaction, so attending practical classes and seminars is mandatory. Students should stick to a schedule, join online meetings on time (with cameras on if possible), and actively participate in professional discussions, role-plays, and brainstorming sessions. Absences from classes due to valid reasons must be documented and worked out in accordance with the procedure established at the department.

Meeting deadlines

Completing and uploading tasks to the distance learning system (Moodle/Google Classroom) must be carried out within clearly established deadlines. For late submission of works without a valid reason, the grade may be reduced according to the rating system. Papers sent after the completion of the semester control are not accepted for verification.

Ethics of Professional Communication

Interaction between students and teachers is based on the principles of tolerance and respect for cultural diversity. When discussing sensitive topics regarding national characteristics, religious beliefs or social values, participants should avoid discriminatory statements and follow the rules of business etiquette both in face-to-face communication and in instant messengers or e-mail.

Recommended sources of information

Basic literature:

1. Constitution of Ukraine: Law of 28.06.1996 No. 254k/96-VR. URL: <https://zakon.rada.gov.ua/laws/show/254%D0%BA/96-%D0%B2%D1%80>
2. Code of Labor Laws of Ukraine: Law of 10.12.1971 No. 322-VIII. URL: <https://zakon.rada.gov.ua/laws/show/322-08>.
3. On the principles of prevention and counteraction of discrimination in Ukraine: Law of Ukraine of 06.09.2012 No. 5207-VI. URL: <https://zakon.rada.gov.ua/laws/show/5207-17>.
4. Convention on Discrimination in Respect of Employment and Occupation No. 111 : ILO International Document of 25.06.1958. URL: https://zakon.rada.gov.ua/laws/show/993_161.
5. DSTU ISO 26000:2019 (ISO 26000:2010, IDT) Guidelines for social responsibility. Kyiv: SE "UkrNDNC", 2019. 112 p.
6. Blyzniuk T. P. Cross-cultural features of management of modern multinational organization: monograph. Kharkiv: FOP Liburkina L. M., 2017. 296 p. URL: https://repository.hneu.edu.ua/bitstream/123456789/26203/1/%D0%91%D0%9B%D0%98%D0%97%D0%9D%D0%AE%D0%9A_%D0%BC%D0%BE%D0%BD%D0%BE%D0%B3%D1%80%D0%B0%D1%84%D0%B8%D1%8F.pdf

7. Meyer E. Cultural map. Barriers to intercultural communication in business. from English. Kyiv: Nash Format, 2020. 224 p.
8. Todorova N. Y. Cross-Cultural Management: Teaching Aid. Kyiv: CNL, 2019. 330 p. URL: https://ea.donntu.edu.ua/bitstream/123456789/2021/1/CCM_Todorova.pdf.

Additional literature:

1. Andriiv N., Gereshko O., Martyniuk M. Management of sociocultural activity. Topical issues of humanities. 2020. Vol. 34, item 1. Pp. 22–27. URL: https://www.aphn-journal.in.ua/archive/34_2020/part_1/4.pdf.
2. Kaplina A. I. Cross-cultural management as a tool for organizing cross-cultural interaction. Agrosvit. 2020. № 21. Pp. 49–52.
3. Kaplina A., Kirichenko N. Cross-cultural aspects of personnel management. Effective economy. 2020. Vol. 10. URL: <http://www.economy.nayka.com.ua/?op=1&z=8258>.
4. Kryvobok K. V., Kanova O. A., Kotelnikova Y. M. Problems of development of cross-cultural management in international business. Ukrainian Journal of Applied Economics and Technology. 2023. Vol. 8, No. 1. Pp. 202–207
5. Orlova A. A. Role of digitalization in the development of intercultural business communication. Scientific works of CSTU. Economic Sciences. Kropyvnytskyi: CSTU, 2024. Vyp. 11 (44).
6. Orlova A. A., Nemchenko T. A. Cross-cultural management in the conditions of digitalization of international business. IT ecosystem: digitalization of business processes in the conditions of war: materials of the I All-Ukrainian Scientific and Practical Internet Conf. (Ivano-Frankivsk, November 23–24, 2023). Ivano-Frankivsk: King Danylo University, 2023. Pp. 92–93 URL: <https://dspace.kntu.kr.ua/server/api/core/bitstreams/e0c10ef8-6ab8-4311-bd11-8900b4f35317/content>.
7. Piddubna L. P. Management of Distributed (Remote) Teams – an Important Direction of Training a Modern Leader. Bulletin of Postgraduate Education. Series "Social and Behavioral Sciences; Management and Administration". Vyp. 31 (60). URL: <https://ojs.uem.edu.ua/index.php/spnma/article/view/804>.
8. Khmara M. P., Pylypenko B. G. Cross-cultural management of international corporations. State and regions. Series: Economics and Entrepreneurship. 2020. № 6 (117). Pp. 20–28
9. Shevchuk A. Management of virtual teams: competencies of managers in the system of adaptation to the global IT market. Sustainable development of the economy. 2025. № 4 (55). Pp. 587–595. DOI: <https://doi.org/10.32782/2308-1988/2025-55-79>.
10. Thomas D. C., Peterson M. F. Cross-Cultural Management: Essential Concepts. 4th ed. SAGE Publications, Inc, 2017. 336 p.

Information resources:

1. Official website of the Ministry of Culture of Ukraine. URL: www.mincult.gov.ua
2. International Labor Organization (ILO) : official site. URL: <http://www.ilo.org>
3. The Hofstede Insights (Comparison of cultural profiles of countries according to the model of G. Hofstede) : site. URL: <https://www.hofstede-insights.com>