**SYLLABUS for the course Intercultural Management**

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| **Basic data for the course** | | | |
| **Academic unit:** | Faculty of Economics | | |
| **Title of the course:** | **Intercultural Management** | | |
| **Level:** | Bachelor | | |
| **Status of the course:** | Obligatory | | |
| **Year of studies:** | III | | |
| **Number of hours per Week:** | 2 lectures + 0 exercises | | |
| **ECTS credits:** | 4 | | |
| **Time/location:** | Faculty of Economics, University of Prishtina “Hasan Prishtina” | | |
| **Tutor:** | Dr. Besnik A. Krasniqi, | | |
| **Tutor’s contact details:** | [besnik.krasniqi@uni-pr.edu](mailto:besnik.krasniqi@uni-pr.edu) | | |
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| **Content of the course** | The course examines case studies and readings that focus on general concepts of “culture” as well as in particular on issues of intercultural competence, cultural identity and cultural diversity from a strategic, organizational, and marketing perspective. In parallel, the course considers the ethical issues highlighted by an intercultural perspective on business activities. Toward the end, the course will encourage students to adopt a range of critical approaches drawn from history, anthropology, organizational sociology, narrative and symbolic/interpretive analysis, post-modern theory, and management practice. | | |
| **Course’s objectives:** | The course incorporates ways of cross-cultural comparison of management and business communications processes, emphasizes possible cultural geographic differences and antecedents that affect individuals and groups working in intercultural environment. The overall objective of the module is to define in theory and practice the divergence of management across the world today. At the end participants will be able to understand the way management is approached in different cultural contexts in the globalized world.   1. To understand the main theories in cross-cultural management and respect for culture difference 2. Demonstrate knowledge, skills, and abilities to identify problems in cross-cultural management in multinational organizations, 3. To apply theoretical frameworks in analysing cross-cultural and related management problems and relate the problems to the literature and suggest creative solutions for cross-cultural management problems. 4. To equip students with presentation and working skills in different cross cultural environments | | |
| **The expected outcomes:** | At the completion of the course the student will be able to understand the way management is approached in different cultural contexts in the globalized world. The successful completion of the course  Understand and discuss the main discuss the main theories in cross-cultural management   * Demonstrate knowledge, skills, and abilities to identify problems and solutions in cross-cultural management in multinational organizations, * Apply theoretical frameworks in analysing culture and related management problems and relate the problems to the literature and suggest solutions; * Provide critical and creative solutions for cross-cultural management problems. * Will improve your cross-cultural competencies for situations such as: working/studying abroad, working/interacting with foreigners, participating in international meetings, participating in multicultural management groups, working in international teams and projects, managing of MNCs and/or their foreign affiliates/ * Prepare and present structured presentations and reports. | | |
| **The students’ workload *(hours per semester, ECTS)*** | | | |
| **Activity** | **Week** | **Hours** | **Total** |
| Lectures | 2 | 15 | 30 |
| Seminars (theoretical and practical) |  |  |  |
| Case studies | 2 | 1 | 2 |
| Direct contact with tutor | 1 | 5 | 5 |
| Field research |  |  |  |
| Colloquiums(tests) | 2 | 2 | 4 |
| Homework | 3 | 1 | 3 |
| Individual study (at library or at home) | 2 | 15 | 30 |
| Final preparation for the exam | 6 | 1 | 6 |
| Evaluation | 3 | 2 | 6 |
| Projects, presentation etc. | 2 | 7 | 14 |
| **Total** |  |  | **100** |
| Teaching methods: | The teaching process is organized through lectures by applying interactive discussion, team – work and the presentations of the seminars by students, which will be discussed during the class. | | |
| **Assessment methods:** | **Evaluation methods and passing criteria:** 10% active participation in the class; 20% preparation and presentation of a project; Test 1 = 30%; Test 2 = 40%. Project is compulsory.  **Concretization means / IT:** Computer and projector, video interviews with entrepreneur and business manager  **Ratio between the theoritical and practical part of teaching:** 50% of the course is based on teaching theory, whereas 50% is organized in a practical way through case studies, discussion of presentations. | | |
| **Literature** | | | |
| **Basic literature:** | 1. Hofstede, G. (2010). *Cultures and Organizations: Software of the Mind.* 3rd edition. McGraw-Hill. ISBN: 978-0071664189. 2. Moran, R. T.; Harris, P.R. ; Moran, S.V. (2010). Managing Cultural Differences: Global Leadership Strategies for Cross-Cultural Business Success. 8th edition. Butterworth-Heinemann. ISBN: 978- 1856179232. Unit 2: Regional Cultural Specifics. | | |
| **Additional literature:** | 1. Hofstede, G. (2002). Exploring Culture: Exercises, Stories and Synthetic Cultures. Nicholas Brealey Publishing. ISBN: 978-1877864902 2. Lewis, R. D. (2005). When Cultures Collide: Leading Across Cultures. Nicholas Brealey Publishing. 3rd edition. ISBN: 978-1904838029 3. Livermore, D. (2011). The Cultural Intelligence Difference: Master the One Skill You Can't Do Without in Today's Global Economy. AMACOM. ISBN: 978-0814417065 4. Mead, R. (2000). Cases and projects in international management: cross-cultural dimensions. 1st edition. Wiley-Blackwell. ISBN: 978-1557868497 5. Moran, R. T.; Harris, P.R. ; Moran, S.V. (2010). Managing Cultural Differences: Global Leadership 6. Strategies for Cross-Cultural Business Success. 8th edition. Butterworth-Heinemann. ISBN: 978- 1856179232. Unit 2: Regional Cultural Specifics | | |

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| **The detailed plan of work:** | |
| **Week** | **Topic** |
| ***Week 1*** | Introduction and overview – expectations, course goals, syllabus. Project Teams set up and topics. |
| ***Week 2*** | The Fundamentals of Culture. Drivers and consequences of globalization. |
| ***Week 3*** | Culture as an explanatory factor. Concept of “National Culture”. Typologies of Hofstede and Trompenaars. |
| ***Week 4*** | Individual analysis / personal reflection about the Hofstede’s model with respect to the student’s cultural origin/s and experience in Kosovo; show examples to demonstrate / explain the reasoning behind |
| ***Week 5*** | What’s Cross-Cultural competence? Stages of Cross-Cultural competence. Learning process. Cross-Cultural competence and Business. |
| ***Week 6*** | Principles of Effective Communication. Different Communication Styles. Challenges of Communicating across Cultures. Basics in International Body Language. |
| ***Week 7*** | Principles of Negotiation. Different Negotiation Styles. Challenges of Cross-Cultural Negotiation. |
| ***Week 8*** | EXAMINATION TEST NO. 1 |
| ***Week 9*** | Principles of Management. Different Management Styles. Challenges of Managing across Cultures. The Cultural Intelligence Difference. |
| ***Week 10*** | Organizational Culture Fundamentals. Relationship between National Culture and Organizational Culture. Ethical Behavior in the Global Marketplace |
| ***Week 11*** | Intercultural Management and Leadership. Multi-cultural work groups and teams. Creating Cultural Sinergy. Motivating the Global Workforce. |
| ***Week 12*** | Entrepreneurship and Innovation. International Marketing. Global and culture-specific |
| ***Week 13*** | Kosovan Business Culture |
| ***Week 14*** | Team Project / Presentations |
| ***Week 15*** | EXAMINATION TEST NO. 1 |

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| **Academic policies and code of conduct:** |
| Any student who participates in cheating in ANY WAY including, but not limited to: (1) Using lecture/study notes or summaries in any form during examinations, (2) Copying examination answers, (3) Failing to cover answers on an examination, (4) Giving and/or receiving examination questions and/or answers, (5) Removing an examination from the classroom, and/or (6) Giving or receiving assistance on an assignment that goes beyond that allowed by your instructor, WILL RECEIVE A FAILING GRADE IN THIS COURSE. ALL ASSIGNMENTS AND EXAMINATIONS FOR THIS CLASS ARE TO BE DONE INDEPENDENTLY UNLESS STATED OTHERWISE BY YOUR INSTRUCTOR. |