MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Ural State University of Economics

Approved

at the meeting of the department

23.11.2022

protocol № 6

Department Head Plakhin A.E.

Approved

The Council on Educational and Methodological Issues and Education Quality of Education

14 December 2022

protocol №4

Chairman   Karkh D.A.

(signature)
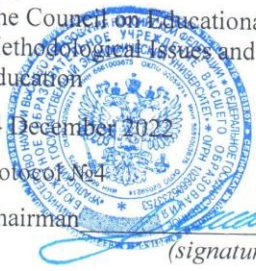
MODULE PROGRAMME

Module title	Intercultural management
Field of study	38.04.02 MANAGEMENT
Profile	International Business (in English)
Mode of study	Full time
Enrollment year	2023

Developed by:
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Yekaterinburg
2022

CONTENT

INTRODUCTION

The program of the subject is part of the main professional educational program of higher education - the Master's Degree program worked out in accordance with the Federal State Educational Standard of Higher Education

FSES of HE	Federal State Educational Standard of Higher Education - Master's degree in the field of Management38.04.02 (Order of the Ministry of Education and Science of the Russian Federation No. 952 dated 12.08.2020)
ПС	

1. THE PURPOSE OF MASTERING THE SUBJECT

The purpose of mastering the subject "Intercultural Management" is the formation of students' competencies related to modern managerial thinking and the ability to solve a variety of economic, social and psychological problems arising in business management, taking into account different factors. Among these factors are national and cultural peculiarities of the behavior of subordinates and partners, the peculiarities of different countries, usage of modern techniques and means, and awareness of the role of intercultural management in modern institutional interaction of states and organizations. Scientific knowledge and practical skills of intercultural communication in the field of management are an integral part of the professional competencies of a manager.

2.THE PLACE OF THE SUBJECT IN THE CURRICULUM

The subject belongs to the variable part of the curriculum.

3. THE SCOPE OF THE SUBJECT

Assessment	Hours					Credits
	Total per semester	Classroom work			Independent work, including reading for tests and course papers	
		Total	Lectures	Practical classes, including course projects		
Semester 1						
Credit	144	24	8	16	120	4
Semester 2						
Exam, course paper	144	28	8	20	80	4
	288	52	16	36	200	8

4. LEARNING OUTCOMES

As a result of mastering the Program, the graduate should have the competencies established in accordance with the Federal State Educational Standard of Higher Education.

Universal competences (UC)

Code and name of competence	Indicators of competence formation
UC-1 is able to carry out a critical analysis of problematic situations based on a systematic approach, to develop a strategy of actions	ID-1.UC-1 To know: methods of critical analysis; methodology of a systematic approach; methods of identifying a problematic situation
	ID-2.UC-1 Be able to: identify problematic situations, search for information and solutions
	ID-3.UC-1 Have practical experience in the development and argumentation of a strategy for solving a problem situation based on a systematic approach
UC-3 is able to organize and manage the work of the team, developing a team strategy to achieve the goal	ID-1.UC-3 To know: teamwork strategies; ways and methods of selecting team members to achieve the goal
	ID-2.UC-3 Be able to: organize and adjust the work of the team, including on the basis of collegial decisions
	ID-3.UC-3 Have practical experience in organizing and managing team interaction in fulfilling the tasks; experience in overcoming emerging problems

Professional competences (PC)

Code and name of competence	Indicators of competence formation
organizational and managerial	
PC-1 Preparation and execution of foreign economic transactions	ID-1.PC-1 Know: Legal acts regulating foreign economic activity International agreements in the field of standards and product requirements Legal acts regulating state support of foreign economic activity Types, forms and instruments of state support for foreign economic activity Rules for registration of documentation on a foreign trade contract The order of document flow in the organization Terms of the foreign trade contract Marketing and pricing features Ethics of business communication and rules of negotiation English (threshold advanced level B2) Fundamentals of economic theory Fundamentals of labor legislation of the Russian Federation Rules of administrative document management The procedure for drawing up the established reporting Fire safety rules

	ID-2.PC-1 Be Able to: Use computers, copy machines and other equipment and various types of telecommunications Formulate and distribute tasks among the employees of the department in the organization Communicate with potential partners using modern means of communication Write business emails and letters to foreign partners Evaluate the effectiveness and compliance of the documentation of commercial proposals, requests of participants in foreign economic activity Identify the interests of potential partners to form individual proposals Generalize and systematize the requirements of the legislation of the Russian Federation and the requirements of international agreements and contracts for foreign economic activity Generalize and systematize information about the activities of the
PC-1 Preparation and execution of foreign economic transactions	ID-3.PC-1 Have practical experience in: Planning and allocation of tasks for employees of a department in the organization Obtaining and analyzing information on the foreign trade contracts Ensuring internal interaction between the relevant specialists of the organization on the terms of cooperation with potential partners for the conclusion and (or) excution of a foreign trade contract Determining the circle of participants in the implementation of a foreign trade contract Interaction with the relevant specialists of the organization and third-party organizations in order to verify the reliability of potential partners for the conclusion of a foreign trade contract Processing of the received data, information and documents about potential partners for the conclusion of a foreign trade contract Conducting a final analysis of the proposals of potential partners on the terms of cooperation for the conclusion of a foreign trade contract Selection of potential partners for the conclusion of a foreign trade contract Ensuring the approval of the draft foreign trade contract in the organization and with the counterparty Ensuring the procedure for signing a foreign trade contract with a counterparty Monitoring changes in the requirements of the legislation of the Russian Federation for foreign economic activity and changes in the requirements of international agreements and contracts Compiling a list and monitoring changes in measures of state support for foreign economic activity

PC-2 Evaluation of the effectiveness of foreign economic transactions	ID-1.PC-2 Know: Methods and fundamentals of system analysis of foreign economic information Fundamentals of risk management in foreign economic activity Basics of business planning Terms of the foreign trade contract Marketing and pricing features English (threshold advanced level B2) Fundamentals of economic theory The procedure for drawing up the established reporting
	ID-2.PC-2 Be Able to: Interact with organizational units to identify the overall development strategy of the organization Work with information systems and databases on foreign economic activity Assess the export potential of the organization, the needs of the organization in the import Prepare proposals on the priorities of the organization's foreign economic activity Calculate financial performance indicators of the organization's foreign economic activity Prepare proposals (reports) on the development of the organization's foreign economic activity
PC-2 Evaluation of the effectiveness of foreign economic transactions	ID-3.PC-2 Have practical experience in: Assessing the possibility of an organization receiving state support for foreign economic activity Preparation of proposals on the feasibility of obtaining state support for foreign economic activity Assessment of the export potential of the organization, the needs of the organization in the import Preparation of proposals on the priorities of the organization's foreign economic activity Evaluation of the effectiveness of the organization's foreign economic activity Analysis of the results of the organization's foreign economic activity Preparation of proposals for the development of the organization's foreign economic activity

5.PLAN OF THE SUBJECT

Topic	Hours Topic	Total, hours	Classroom work			Independent work	Control of independent work
			Lectures	Laboratory classes	Practical classes		
Semester 1		144					
Topic 1.	The subject and content of the course: objectives, goals, values. Historyoforigin,	46	2		4	40	
Topic 2.	Culture and cultural diversity in the world.	48	2		6	40	

Topic 3.	Classification of business cultures.	50	4		6	40	
Semester 2		108					
Topic 4.	Types of intercultural communication	16	2		4	10	
Topic 5.	Institutional approach in intercultural management	24	2		4	18	
Topic 6.	Organization of activities of a multinational enterprise.	34	2		6	26	
Topic 7.	The Russian management system, features of the national business culture in the international context	34	2		6	26	

6. ASSESSMENT METHODS AND ASSESSMENT SCALE

Module/Topic	Type of evaluation	Description of evaluation method	Evaluation criteria
Current control (Appendix 4)			
Project in topics 1-7	Project (Appendix 4)	Practical taskof 25-30 pages	20 points
Interim control (Appendix 5)			
1 semester (Credit)	Test card (Appendix 5)	2 theoretical questions in each card	20 points
2 semester (Exam)	Exam cards (Appendix 5)	1 theoretical question and a practical task in each card	40 points
2 semester (Course paper)	Course paper	Project of 25 pages	40 points

DESCRIPTION OF THE ASSESSMENT SCALE

The indicator of the assessment of the outcomes of the Program is formed on the basis of combining the current and interim certification of the student.

The rating indicator for each discipline is expressed as a percentage, which shows the level of a student's knowledge.

Current certification. A 100-point grading system is used. The evaluation of the student's work during the semester is carried out by the teacher in accordance with the system of evaluation of academic achievements developed by him in teaching this discipline.

In the programs of subjects and practices, the types of current certification, the planned results of control measures and criteria for evaluating academic achievements are fixed.

During the semester, the teacher conducts at least 3 assessments to evaluate the student's performance. If attendance of classes in a discipline is included in the rating, then this indicator is no more than 20% of the maximum number of points in the discipline.

Interim certification. A 5-point grading system is used. The evaluation of the student's work at the end of the subject (part of the subject) is carried out by the teacher in accordance with the system developed by him for evaluating the student's achievements. Interim certification is also carried out at the end of the formation of competencies.

The procedure for transferring the rating provided by the assessment system to a five-point gradingscale.

High level - 100% - 70% - excellent, good.

The average level is 69% - 50% - satisfactory.

Evaluation indicator	5-point grading scale	Characteristic of the indicator
100% - 85%	Excellent (5)	A student has profound theoretical knowledge and understands how to apply it; they can investigate, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results at a high level.
84% - 70%	Good (4)	A student has profound theoretical knowledge and understands how to apply it; they can investigate, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. There may be mistakes corrected by the students themselves in the process of work.
69% - 50%	Satisfactory (3)	A student has general theoretical knowledge, is able to apply, investigate, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results at an average level. Mistakes are made and the student finds it difficult to correct on their own.
49 % and less	Unsatisfactory (2)	A student has an incomplete amount of general theoretical knowledge, does not know how to independently apply, investigate, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. Skills and abilities have not been formed to solve professional problems
100% - 50%	pass	the characteristic of the indicator corresponds to "excellent", "good", "satisfactory"
49 % and less	fail (non- pass)	the characteristic of the indicator corresponds to "unsatisfactory"

7.CONTENT OF THE SUBJECT

7.1. Content of lectures

Topic 1. Subject and content of the course: objectives, goals, values. History of origin, subject and methods of research The subject and content of the course: objectives, goals, values. The history of the origin, subject and methods of research.
Topic 2. Culture and cultural diversity of the world. Culture and cultural diversity of the world.
Topic 3. Classification of business cultures. Classificationofbusinesscultures
Topic 4. Types of intercultural communication Types of intercultural communication
Topic 5. Institutional approach in intercultural management Institutional approach in intercultural management
Topic 6. Organization of activities of a multinational enterprise. Organization of the activities of a multinational enterprise.
Topic 7. Russian management system, peculiarities of national business culture in an international context RussianmanagementSystem

7.2 Content of practical classes and laboratory work

Topic 1. Subject and content of the course: objectives, goals, values. History of origin, subject and methods of research Discussion of practical issues of intercultural management
Topic 2. Culture and cultural diversity of the world. The practice of assessing the cultural diversity of the world.
Topic 3. Classification of business cultures. Practice of classification of business cultures
Topic 4. Types of intercultural communication The practice of intercultural communication
Topic 5. Institutional approach in intercultural management The practice of institutionalization in intercultural management
Topic 6. Organization of activities of a multinational enterprise. Practical aspects of organizing the activities of a multinational enterprise.
Topic 7. Russian management system, peculiarities of national business culture in an international context Features of national business culture in an international context

7.3. Content of independent work

Topic 1. Subject and content of the course: objectives, goals, values. History of origin, subject and methods of research Preparation for the current control
Topic 2. Culture and cultural diversity of the world. Culture and cultural diversity of the world.
Topic 3. Classification of business cultures. Preparation for the current control
Topic 4. Types of intercultural communication Preparation for the current control
Topic 5. Institutional approach in intercultural management Preparation for the current control
Topic 6. Organization of activities of a multinational enterprise. Independent organization of the activities of a multinational enterprise.

Topic 7. Russian management system, peculiarities of national business culture in an international context
Preparation for the current control

7.3.1. Sample questions for self-preparation for the test / exam
Appendix 1

7.3.2. Practical tasks in the discipline for independent preparation for the test / exam
Appendix 2

7.3.3. List of topics for course papers
Appendix 3

7.4. Student's electronic portfolio
Course papers are uploaded in http://portfolio.usue.ru

7.5. Methodological recommendations for the implementation of the test
Not included in the curriculum

7.6 Methodological recommendations for the course paper
Appendix 7

8.FEATURES OF THE EDUCATIONAL PROCESS FOR PERSONS WITH DISABILITIES

Upon the student's request

In order to make the program accessible to people with disabilities, if necessary, the department provides the following conditions:

- a special procedure for mastering the discipline, taking into account the state of their health;
- electronic educational resources on the discipline in forms adapted to the limitations of their health;
- study of the discipline according to an individual curriculum (regardless of the form of study);
- e-learning and distance learning technologies that provide for the possibility of receiving and transmitting information in the forms available to them.
- access (remote access) to modern professional databases and information reference systems, the composition of which is determined by the Program.

9. KEY AND ADDITIONAL LITERATURE

The university website
http://lib.usue.ru/

Key literature:

1. Персикова Т.Н. Межкультурная коммуникация и корпоративная культура [Электронный ресурс]:Учебное пособие. - Москва: Издательская группа "Логос", 2020. - 224 – Access: https://znanium.com/catalog/product/1212426

2. Мясоедов С. П., Борисова Л. Г. Кросс-культурный менеджмент [Электронный ресурс]:Учебник для вузов. - Москва: Юрайт, 2022. - 314 – Access: https://urait.ru/bcode/489087

3. Таратухина Ю. В., Арзамасцева И. В., Безус С. Н. Теория межкультурной коммуникации [Электронный ресурс]:Учебник и практикум для вузов. - Москва: Юрайт, 2022. - 265 – Access: https://urait.ru/bcode/489699

Additional literature:

1. Менеджмент и маркетинг - вызовы XXI века. Материалы VI Всероссийской студенческой научно-практической конференции (Екатеринбург, 7-8 ноября 2018 г.). Т. 1 [Электронный ресурс]:. - Екатеринбург: [Издательство УрГЭУ], 2018. - 399 – Access: http://lib.wbstatic.usue.ru/resource/limit/books/21/m491660.pdf

10. INFORMATION TECHNOLOGIES, INCLUDING   LICENSED SOFTWARE AND INFORMATION REFERENCE SYSTEMS, ONLINE COURSES

Licensed software:

AstraLinuxCommonEdition.Contract No. 1 dated June 13, 2018, act dated December 17, 2018. The license is valid for an unlimited period of time.

My Office standard. Agreement No. SK-281 dated June 7, 2017. The date of conclusion is 07.06.2017. The license is valid for an unlimited period.

Information reference systems, internet resources

The Garant legal reference system. Contract No. 58419 dated December 22, 2015. The license is valid for an unlimited period of time

11. EQUIPMENT AND FACILITIES

Teaching the subject is carried out using the equipment and facilities of the Ural State University of Economics, which ensures the conduct of all types of training sessions and research and independent work of students:

Special rooms are classrooms for all types of classes, group and individual consultations, ongoing monitoring and interim certification.

The classrooms for independent work of students are equipped with computers and the Internet and provide access to the electronic information and educational environment of the Ural State University of Economics.

All rooms are equipped with specialized furniture and multimedia equipment, special equipment (information and telecommunications and others), access to information retrieval, legal reference systems, electronic library systems, databases of current legislation, other information resources serving to present educational information to a large audience.

For lectures – presentations and other educational and visual aids that provide illustrations.