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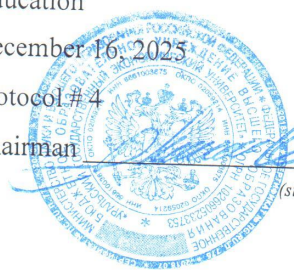
MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
Federal State Budgetary Educational Institution of Higher Education
"Ural State University of Economics"

Approved
at the Department meeting

November 25, 2025
Protocol # 6
Head of the Department Plakhin A.E.

Approved
by the Council for Educational and
Methodological Issues and Quality of
Education

December 16, 2025
Protocol # 4
Chairman  Karkh D.A.
(signature)



COURSE PROGRAMME

Title	Intercultural management
Field of study	38.04.02 Management
Profile	Management of international tourism (in English)
Form of study	Full-time
Year of enrollment	2026
Compiled by:	
Professor,	
Doctor of Economics Sciences	
Plakhin A.E.	

Ekaterinburg
2025

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INTRODUCTION

The work program of the discipline is part of the main professional educational program of higher education-the master's program developed in accordance with the Federal State Educational Standard of Higher Education

State Educational Standard of	Federal State Educational Standard of Higher Education -Master's degree in the field of training 38.04.02 Management (Order of the Ministry of Education and Science of the Russian Federation No. 952 of 12.08.2020)
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1. THE PURPOSE OF MASTERING THE DISCIPLINE

The purpose of mastering the academic discipline "Inter-cultural management" is the formation of students' competencies related to modern managerial thinking and the ability to solve various economic, economic, social, psychological problems that arise in business management, taking into account different levels of national and cultural characteristics of the behavior of their subordinates and partners, as well as the characteristics of various understanding the role of cross-cultural management in modern institutional interaction between states and organizations. Scientific knowledge and practical skills of cross-cultural communication in the field of management are an integral part of the professional competencies of a manager.

2. PLACE OF THE DISCIPLINE IN THE STRUCTURE OF THE MAIN PROFESSIONAL EDUCATIONAL PROGRAM

Discipline refers to the part formed by the participants of educational relations.

3. SCOPE OF THE DISCIPLINE

Intermediate certification	Hours					credit units
	Just a semester	Contact work (according to study assignments)			Independent work Independent work including preparation of tests and term	
		papers Total	Lectures	Practical exercises, including course design e		
Semester 3						
Text	72	16	8	8	56	2

4. PLANNED RESULTS OF MASTERING THE MAIN PROFESSIONAL EDUCATIONAL PROGRAM

As a result of mastering the main professional educational program, the graduate should have formed the competencies established in accordance with the Federal State Educational Standard for Higher Education.

Code and name of competence	Indicators of achievement of competencies
UC-1 is able to carry out a critical analysis of problem situations based on a systematic approach, develop a strategy for the actions	AI-1.UC-1 Know: methods of critical analysis; methodology of a systematic approach; methods for identifying a problem situation

UC-1 is able to carry out a critical analysis of problem situations based on a systematic approach, develop a strategy for the actions	AI-2.UC-1 Be able to: identify problem situations, search for information and solutions
	AI-3.UC-1 Have practical experience in developing and arguing a strategy for solving a problem situation based on a systematic approach
UC-5 is able to analyze and take into account the diversity of cultures in the process of cross-cultural interaction	AI-1.UC-5 To know: fundamentals of social interaction aimed at solving professional problems; mechanisms of cross-cultural interaction in society
	AI-2.UC-5 Be able to: present professional information in the process of cross-cultural interaction; analyze the features of social interaction, taking into account national and ethno-cultural features
	AI-3.UC-5 Have practical experience in organizing interaction in a professional environment, taking into account national and ethno-cultural characteristics; cross-cultural interaction skills, taking into account the diversity of cultures

Professional competencies (PC)

Code and name of competencies	Indicators of achievement of competencies
organizational and managerial	
PC-4 Organization of activities for the implementation of tourist services	AI-1.PC-4 Know: Fundamentals of economics, labor organization and management; Specialization and features of the structure of a tourist organization; Fundamentals of office management; Economics of international tourism; Fundamentals of Psychology, Ethics, Aesthetics;
	AI-2.PC-4 Should Be Able To: Organize the work and interaction of departments of the tourism organization; Manage the development of the marketing plan and marketing programs of the tourism organization; Determine the marketing price strategy of the tourism organization; Develop the marketing communication strategy of the tourism organization; Develop the marketing sales strategy of the tourism organization; Monitor the marketing activities of the tourism organization; Organize and conduct business negotiations; Determine the terms and conclude contracts related to control the quality of tourist and excursion services and the fulfillment of the terms of contracts for the provision of tourist services;

PC-4 Organization of activities for the implementation of tourist services	AI-3.PC-4 Have practical experience: Implementation of general management of the main, administrative, economic and financial-economic activities of the tourist organization; Approval of current and future work plans of the tourist organization; Forecasting and planning the volume of sales of tourist services; Formation of the marketing strategy of the tourist organization and management of marketing and sales of tourist and excursion services; Organization of work on the development of programs and technological documents of the tourist product; Organization of work on identifying problems in the activities of the tourist organization (division), reviewing customer comments and suggestions, managing conflict situations and resolving them.
PC-5 Formation and implementation of the personnel policy of the tourist organization	AI-1.PC-5 Know: Specialization and features of the structure of a tourist organization; Economy of a tourist organization; Labor organization; Culture of interpersonal and business communication; Fundamentals of psychology and conflictology;
	AI-2.PC-5 Should Be Able To: Take measures to equip the tourist organization (subdivision) with qualified personnel; Create conditions for encouraging employees of the tourist organization (subdivision), effectively using their knowledge and experience; Promote professional development of employees of the tourist organization (subdivision); Promote the creation of healthy and safe working conditions; Ensure the strengthening of labor and industrial discipline; Ensure compliance with labor protection requirements and fire safety;
	AI-3.PC-5 Have practical experience: Development of the staff schedule of the tourist organization; Ensuring compliance with the internal labor regulations of the tourist organization; Organization of compliance with labor protection requirements by employees of the tourist organization.

5. THEMATIC PLAN

Topic	of Hours						
	Name of topic	Total hours	Contact work (according to study assignments)			independent work	Control of independent work
			Lectures	Laboratory exercises	Practical exercises classes		
Semester 3		72					
Topic 1.	Subject and content of the course: tasks, goals, values. History, subject and research methods	10	1		1	8	
Topic 2.	Culture and cultural diversity of the world.	10	1		1	8	
Topic 3.	Classification of business cultures.	10	1		1	8	
Topic 4.	Types of cross-cultural communication (UC-5)	10	1		1	8	

Topic 5.	Institutional approach in cross-cultural management (UC-1)	10	1		1	8	
Topic 6.	Organization of a multinational enterprise (PC-4)	12	2		2	8	
Topic 7.	Russian management system, features of national business culture in an international context (PC-5)	10	1		1	8	

6. FORMS OF CURRENT CONTROL AND INTERIM CERTIFICATION ШКАЛЫ MANAGEMENT GRADING SCALE

CERTIFICATIONS Section/Subject	Type of evaluation tool	Description of the evaluation tool	Evaluation criteria
Current control (Appendix 4)			
Project on topics 1-7	Project (Appendix 4)	Practical work on 25-30 sheets	20 points
Intermediate certification (Appendix 5)			
3 semester (For)	Ticket for the test (appendix 5)	in the ticket 2 theoretical questions	20 points

DESCRIPTION OF ASSESSMENT SCALES

The indicator for assessing the development of the main professional educational program is formed on the basis of combining the current control and intermediate certification of the student.

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

Current control. A 100-point rating system is used. Assessment of student performance during the semester is carried out by the teacher in accordance with the developed system of assessment of academic achievements in the course of training in this discipline.

The working programs of disciplines and practices set out the types of ongoing control, planned results of control activities, and criteria for evaluating academic achievements.

During the semester, the teacher conducts at least 3 control activities to assess the student's performance. If class attendance 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.

Intermediate certification. A 5-point rating system is used. Assessment of the student's work at the end of the discipline (part of the discipline) is carried out by the teacher in accordance with the system developed by him for evaluating the student's achievements in the course of training in this discipline. Intermediate certification is also carried out at the end of competence formation.

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

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

Average level-69% - 50% - satisfactory.

Rating indicator	5-point rating indicator	Indicator characteristics
100% - 85%	excellent	have excellent theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, carry out evaluation
84% - 70%	good	have good theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. There may be some errors corrected by the student independently in the course of work (answer, etc.)
69% - 50%	satisfactory	have satisfactory general theoretical knowledge, are able to apply, investigate, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, etc. evaluate results at an average level. Mistakes are allowed that the student finds difficult to correct on their own.
49 % or less	unsatisfactorily	do not have a full amount of general theoretical knowledge, do not know how to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. Skills and abilities for solving professional tasks are not formed
100% - 50%	credited	indicator characteristics correspond to "excellent", "good", "satisfactory"
49 % or less	not credited	indicator characteristics correspond to "unsatisfactory"

7. CONTENT OF THE DISCIPLINE

7.1. Content of lectures

<p>Topic 1. Subject and content of the course: tasks, goals, values. History, subject and research methods Subject and content of the course: objectives, goals, values. History, subject matter, and research methods.</p>
<p>Topic 2. Culture and cultural diversity of the world. Culture and cultural diversity of the world.</p>
<p>Topic 3. Classification of business cultures. Classification of business cultures</p>
<p>Topic 4. Types of cross-cultural communication (UC-5) Types of cross-cultural communication</p>
<p>Topic 5. Institutional approach in cross-cultural management (UC-1) Institutional approach in cross-cultural management</p>
<p>Topic 6. Organization of a multinational enterprise (PC-4) Organization of activities of a multinational enterprise.</p>
<p>Topic 7. Russian management system, features of national business culture in an international context (PC-5) Russian management system</p>

7.2 Content of practical classes and laboratory works

<p>Topic 2. Culture and cultural diversity of the world. Practice in assessing the cultural diversity of the world.</p>
<p>Topic 3. Classification of business cultures. Practice of classification of business cultures</p>
<p>Topic 4. Types of intercultural communication (UC-5) Practice of cross-cultural communication</p>
<p>Topic 5. Institutional approach in cross-cultural management (UC-1) Practice of institutionalization in cross-cultural management</p>
<p>Topic 6. Organization of a multinational enterprise (PC-4) Practical aspects of organizing the activities of a multinational enterprise.</p>
<p>Topic 7. Russian management system, features of national business culture in an international context (PC-5) Features of national business culture in an international context</p>

7.3. Content of independent work

<p>Topic 1. Subject and content of the course: tasks, goals, values. History of origin, subject and research methods Preparation for the current control</p>
<p>Topic 2. Culture and cultural diversity of the world. Culture and cultural diversity of the world.</p>
<p>Topic 3. Classification of business cultures. Preparation for the current control</p>
<p>Topic 4. Types of cross-cultural communication (UC-5) Preparation for current control</p>
<p>Topic 5. Institutional approach in cross-cultural management (UC-1) Preparation for current control</p>
<p>Topic 6. Organization of a multinational enterprise (PC-4) Independent organization of the activity of a multinational enterprise.</p>
<p>Topic 7. Russian management system, features of national business culture in an international context (PC-5) Preparation for the current control</p>

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

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

7.3.3. List of coursework
Appendix 3

7.4. Student's electronic portfolio
, coursework

7.5. Methodological recommendations for performing the control work
The curriculum does not provide

7.6 Methodological recommendations for completing the course work
Appendix 7

8. FEATURES OF THE ORGANIZATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE FOR PERSONS WITH DISABILITIES

At the request of the student

In order to make the program accessible for persons 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;
- studying 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 forms that are accessible to them.
- access (remote access) to modern professional databases and information reference systems, the composition of which is determined by the discipline's work program.

9. LIST OF BASIC AND ADDITIONAL EDUCATIONAL LITERATURE REQUIRED FOR MASTERING THE DISCIPLINE

Сайт библиотеки USUE Library Website

<http://lib.usue.ru/>

Main literature:

2. Myasoyedov S. P., Borisova L. G. Cross-cultural management [Electronic resource]:Textbook for universities. - Moscow: Yurayt Publ., 2022. - 314-Available at: <https://urait.ru/bcode/489087>

3. Taratukhina Yu. V., Arzamastseva I. V., Kobyakova I. A., Mullyar L. A., Potapenko A. S., Sviontkovskaya S. V. Teoriya mezhkul'turnoy kommunikatsii [Theory of intercultural communication]:Textbook and workshop for universities. - Moscow: Yurayt Publ., 2022. - 265-Available at: <https://urait.ru/bcode/489699>

Additional literature:

10. LIST OF INFORMATION TECHNOLOGIES, INCLUDING THE LIST ЛИЦЕНЗИОННОГО OF LICENSED SOFTWARE AND INFORMATION REFERENCE SYSTEMS, ONLINE COURSES USED IN THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE

List of licensed software:

Astra Linux Common Edition. Contract No. 0417-U / 2019 dated 08.05.2019, Act No. Sk000343 dated 24.05.2019 and Contract No. 35-U / 2018 dated 13.06.2018, Act No. UT213 dated 17.12.2018. The license - is valid for an unlimited period of time.

MyOffice is standard. Agreement no. SK-281 of 7 June 7, 2017. Date of conclusion - 07.06.2017. The license - is valid for an unlimited period of time.

List of information reference systems and resources of the Internet information and telecommunications network:

Garant reference and legal system . Agreement No. 58419 of 22 December, 2015. License validity period-no time limit

11. DESCRIPTION OF THE MATERIAL and TECHNICAL BASE NECESSARY FOR THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE

The implementation academic of the discipline is carried out using the material and technical base of USUE, which provides all types of training sessions and research and independent work of students:

Special premises are training rooms for all types of classes, group and individual consultations, ongoing monitoring and interim assessment.

Rooms for independent work of students are equipped with computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment of USUE.

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

For conducting lecture -type classes, presentations and other educational and visual aids that provide thematic illustrations.

7.3.1. Sample questions for self-preparation for the test

1. History and causes of cross-cultural management.
2. The concept and basic definitions of culture.
3. Culture and behaviors. Socialization and inculturation.
4. Cultural norms and values (application of M. Rokich's theory).
5. Culture and language.
6. Cultural relativism as a methodological basis of cross-cultural communication.
7. The nature and essence of the concepts " own " and "alien".
8. E. Hall's theory of high - and low-contextual cultures Э.Холла.
9. Theory of Cultural dimensions by G. Hofstede.
10. Classification of crops by R. D. Lewis.
11. Structure of cross-cultural communication.
12. Norms and values in cross-cultural communication.
13. Stereotypes in cross-cultural communication, causes and functions of stereotypes.
14. The concept and types of communication.
15. Verbal communication and its elements.

7.3.1. Sample questions for self-preparation for the exam

1. Verbal communication and its elements.
2. Institutional environment of an international company.
3. History and causes of cross-cultural management.
4. Culture and behaviors. Socialization and inculturation.
5. Culture and language.
6. Cultural relativism as a methodological basis of cross-cultural communication.
7. Cross-cultural conflicts and their causes.
8. Motivation in a multinational team.
9. Nonverbal communication and its forms.
10. Norms and values in cross-cultural communication.
11. Paraverbal communication and its elements.
12. The concept and types of communication.
13. The concept and basic definitions of culture.
14. The concept and structure of cross-cultural competence.
15. The nature and essence of the concepts " own " and "alien".
16. Stereotypes in cross-cultural communication, causes and functions of stereotypes.
17. Structure of cross-cultural communication.
18. Types of prejudices and their correction.
19. Tolerance as a result of cross-cultural communication.
20. The phenomenon of culture shock, its symptoms and ways to overcome it.

7.3.2. Practical tasks in the discipline for independent preparation for the exam

№№	Task Content	Competence
Open		
1.	-ended tasks Explain the concept of culture shock	PC-4, UC-5, UC-1, PC-5
2.	What types of business cultures are defined in the Lewis classification?	PC-4, UC-5, UC-1, PC-5
3.	What types of business cultures are defined in the Hofstede classification?	PC-4, UC-5, UC-1, PC-5
4.	How is the value of labor defined differently in different cultures?	PC-4, UC-5, UC-1, PC-5
5.	What are the cross-cultural characteristics of leadership?	PC-4, UC-5, UC-1, PC-5
Closed-type tasks		
1.	The main problem of cross-cultural communications is: a) cultural similarity; b) nationalism; c) mutual understanding and responsibility for the consequences of mutual exchange, information and values; d) concern for preserving the diversity of cultures, in a dynamically developing world	PC-4, UC-5, UC-1, PC-5
2.	Cording to the classification of spatial zones by E. Hall, proximity phase the area of social relations is ... a) 1.2-2.1 m b) 3.6—7.6 m c) 75-120 cm d) 2.1-3.6 m	PC-4, UC-5, UC-1, PC-5
3.	Does not apply to low-context cultures a) Scandinavia; b) Switzerland; c) France; d) Arab countries	PC-4, UC-5, UC-1, PC-5
4.	Cording to Trompenaars ' theory, representatives of emotional cultures are considered. a) Mexicans, Dutch, Swiss; b) French; c) British and Japanese; d) Germans	PC-4, UC-5, UC-1, PC-5
5.	In the Middle East compromise: a) has a negative meaning, it is a sign of weakness, compromise of the participant in business negotiations; b) demonstrates morality, trust and fair play; c) proves inability to conduct business negotiations; d) is one of the foundations of doing business.	PC-4, UC-5, UC-1, PC-5

7.3.3. List of term papers

1. History and causes of cross-cultural management.
2. The concept and basic definitions of culture.
3. Culture and behaviors. Socialization and inculturation.
4. Cultural norms and values (application of M. Rokich's theory).
5. Culture and language.
6. Cultural relativism as a methodological basis of cross-cultural communication.
7. The nature and essence of the concepts " own " and "alien".
8. Theory of high-and low-contextual cultures by E. Hall.
9. Theory of cultural dimensions by G. Hofstede.
10. Classification of crops by R. D. Lewis.
11. Structure of cross-cultural communication.
12. Norms and values in cross-cultural communication.
13. Stereotypes in cross-cultural communication, causes and functions of stereotypes.
14. The concept and types of communication.
15. Verbal communication and its elements.
16. Nonverbal communication and its forms.
17. Paraverbal communication and its elements.
18. Cross-cultural conflicts and their causes.
19. The phenomenon of culture shock, its symptoms and ways to overcome it.
20. Types of prejudices and their correction.
21. Tolerance as a result of cross-cultural communication.
22. The concept and structure of cross-cultural competence.
23. Motivation in a multinational team.
24. Institutional environment of an international company.

**Appendix 7
to the work program**

Federal State Budgetary Educational Institution of Higher Education
URAL STATE UNIVERSITY OF ECONOMICS

APPROVED
at the meeting of the Department of Management
and Entrepreneurship

**METHODOLOGICAL RECOMMENDATIONS FOR COMPLETING THE
COURSE WORK**

**by discipline
Cross-cultural management**

1. PURPOSE AND CONTENT OF THE COURSE WORK

The aim of the course work is to consolidate the knowledge gained during the study of the discipline "Intercultural Management", as well as to conduct a comparative analysis of the theoretical foundations and practice of intercultural communications in business.

Scope and content of the course work

The course work, in general, is a study of theory and practice on the chosen topic. A wide range of cross-cultural management issues are offered as topics for the course work.

The theoretical part of the research is based on the analysis of literature sources, the analytical part is based on a specific country, taking into account the list of coursework topics, and the practical part is based on a specific organization – one of the main participants in the international market. It should be noted that the stated topic should correspond to the analytical conclusions made in the second part of the work, and the theory and practice should be consistent with each other.

The structure of the course work should include the following sections:

Introduction

1. Theoretical part
2. Analysis of country and regional characteristics
3. Development of a set of measures for building cross-cultural communication for a specific company operating in a particular territory

Conclusion

List of sources used

The total amount of work should be 35-40 pages, with compliance with the design requirements for term papers and theses.

Since the discipline "Cross-cultural management" takes into account the behavior of market entities from the point of view that each of them strives for effective communication in the market of its presence and achievement of competitive advantages, the **introduction** should justify the relevance of the topic in terms of the impact on the company's performance of the measures being developed in the field of cross-cultural management.

The **theoretical part** summarizes:

- Theoretical issues of cross-cultural management from the point of view of various theoretical approaches and methods;
- Methods of cross-cultural communications.

The authors' opinions on the fundamental provisions of the topic of the work should be stated with references to the literature sources used.

The content and structure **of the analytical part** depends on the proposed object of research. When performing it, we recommend following the following plan:

- 1) Analysis of country traditions and business features
- 2) Cultural features of the region
- 3) Requirements for foreign market participants
- 4) Features of conducting business negotiations and concluding contracts

The third part of the paper contains a list of measures to form a set of measures for building cross-cultural communication for a specific company operating in a particular territory.

At **the end** of the course work, it is necessary to summarize briefly in the form of a comparison of theory and practice on the research topic, drawing conclusions based on the results of analysis and development of measures.

The full implementation of the above points is the basis for admission to the defense of the work.

Defense of the course work. The defense of the course work involves the student's presentation of the main provisions on the research topic and answers to the teacher's questions.

2. COURSEWORK TOPICS

The topic of the course work can be changed with the approval of the supervisor

1. History and causes of cross-cultural management.
2. The concept and basic definitions of culture.
3. Culture and behaviors. Socialization and inculturation.
4. Cultural norms and values (application of M. Rokich's theory).
5. Culture and language.
6. Cultural relativism as a methodological basis of cross-cultural communication.
7. The nature and essence of the concepts " own " and "alien".
8. Theory of high-and low-contextual cultures by E. Hall.
9. Theory of cultural dimensions by G. Hofstede.
10. Classification of crops by R. D. Lewis.
11. Structure of cross-cultural communication.
12. Norms and values in cross-cultural communication.
13. Stereotypes in cross-cultural communication, causes and functions of stereotypes.
14. The concept and types of communication.
15. Verbal communication and its elements.
16. Nonverbal communication and its forms.
17. Paraverbal communication and its elements.
18. Cross-cultural conflicts and their causes.
19. The phenomenon of culture shock, its symptoms and ways to overcome it.
20. Types of prejudices and their correction.
21. Tolerance as a result of cross-cultural communication.

22. The concept and structure of cross-cultural competence.
23. Motivation in a multinational team.
24. Institutional environment of an international company.

3. LIST OF BASIC AND ADDITIONAL EDUCATIONAL LITERATURE

Сайт библиотеки USUE Library Website

<http://lib.usue.ru/>

Main literature:

1. Myasoedov S. P., Borisova L. G. Cross-cultural management [Electronic resource]:Textbook. - Moscow: Yurayt PublishingHouse, 2019. - 314 p. - Available at: <https://www.biblio-online.ru/bcode/432169bcode/432169>

1. Holden N. D., Eremin B. L. Cross-cultural management. The concept of cognitive management: a textbook for university students studying in the direction 521500 "Management" and specialties 350400 "Public relations", 350700 "Advertising". Moscow: UNITY-DANA Publ., 2015, 385 p.

2. Galchuk L. M. Fundamentals of cross-cultural communication and management: a practical course: a textbook for university students studying in the specialties "Theory and practice of intercultural communication", "International relations", "World Economy", "Socio - cultural service and tourism". Moscow: Vuzovsky uchebnik: INFRA - M, 2015, 175 p. (in Russian)

3. Myasoyedov S. P., Borisova L. G. Cross-cultural management [Electronic resource]:textbook for bachelor's and master's degrees: textbook for university students studying in economic areas and specialties. Moscow: Yurayt Publ., 2019, 314 p. Available at: <https://www.biblio-online.ru/bcode/432169>

Additional literature:

1. Myasoyedov S. P., Borisova L. G. Cross-cultural management: a textbook for bachelor's and master's degrees: for university students studying in economic areas and specialties. Moscow: Yurayt Publ., 2016, 314 p. (in Russian)

2. Holden N. D., Eremin B. L. Cross-cultural management. Kontseptsiya kognitivnogo menedzhmenta [Concept of cognitive management]: Textbook for students studying in the direction 521500 "Management" and specialties 350400 "Public relations", 350700 "Advertising". - Moscow: UNITY-DANA Publishing House, 2017. - 384 p. - Access mode: <http://znanium.com/go.php?id=1028506znanium.com>