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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

(Moscow Poly)

APPROVE
Vice-President
for International Affairs
/Yu.D. Davydova/
"30" 05 2022

Dean,
Faculty of Economics and Management
/A.V. Nazarenko/
"30" 05 2022

WORKING PROGRAM OF THE DISCIPLINE

"Cross-cultural management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2022

1. The goals of mastering the discipline

The work program has been updated in accordance with the order of the Ministry of Education and Science of the Russian Federation dated April 5, 2017 No. 301 “On Approval of the Procedure for Organization and Implementation of Educational Activities in Educational Programs of Higher Education - Bachelor's Program, Specialist's Programs, Master's Programs”.

The main goals of the discipline "Cross-cultural management" should include the development of technologies for managing cultural diversity in the context of economic globalization and the development of management technologies that successfully operate in different cultures in order to prevent intercultural conflicts. The main objectives of mastering the discipline "Cross-cultural management" include:

- to form an idea of the essence of cross-cultural management: goals, objectives, tools;

- acquisition of skills to use the experience of cross-cultural management in the activities of Russian organizations, areas of activity;

- mastering the technology of planning and organizing events to implement the strategy of cross-cultural management.

2. The place of the discipline in the structure of the bachelor's program

The discipline "Cross-cultural management" is one of the disciplines for the choice of cycle (B1.1) of the bachelor's degree program. The discipline "Cross-cultural management" is interconnected logically and meaningfully and methodically with the following disciplines of the EP:

In the base part of the cycle (B1.1):
- Fundamentals of management;
- Personnel Management;
- International Management.

3.The list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the educational program.

As a result of mastering the discipline, the graduate should form the following universal competence

Name of the category (group) of universal competence	Code and name of universal competence	Code and content of the indicator of achievement of competence
Intercultural interaction	**UK-5**– Able to perceive the intercultural diversity of society in a socio-historical, ethical and philosophical context	IUK-5.1. Analyzes and interprets events, the current state of society, manifestations of its intercultural diversity in socio-historical, ethical and philosophical contexts IUK-5.2. Realizes the system of universal human values, understands the importance for the development of civilizations of historical heritage and socio-cultural traditions of various social groups, ethnic groups and confessions, as well as world religions, philosophical and ethical teachings IUK-5.3. Interacts with people in a culturally sensitive manner in order to successfully complete professional tasks and social integration

Structure and content of the discipline

- for part-time forms - 2 credit units, i.e. 72 academic hours (of which 36 hours are independent work of students).

Sections of the discipline "Cross-cultural management" are studied in the second year.

Third semester:lectures -18 hours, seminars and practical classes -18 hours, form of control - test.

The structure and content of the discipline "Cross-cultural management" in terms of terms and types of work are reflected in the Appendix.

The content of the sections of the discipline

Topic 1.Causes of violation of cross-cultural communications

Modern trends in the development of international business. Globalization of the economy and expansion of international business cooperation. Cross-cultural management as a branch of knowledge and a special kind of activity. The evolution of ideas about cross-cultural management: from managing cultural differences to cognitive management in a globalizing world economy. Cross-cultural management as an academic discipline. Goals and objectives of the course, its relationship with other academic disciplines. Methodological principles of cross-cultural management.

Topic 2Definition of the concept of culture. Functions of culture in society. Study of the phenomenon of culture

Cross-cultural communications and factors influencing them. Ethical aspects of intercultural communications. Ethnocentrism, xenophobia, stereotypes and prejudices. Cross-cultural shock and typical communication mistakes. Verbal and non-verbal communications, their relationship with culture. Improving the efficiency of communications. Business protocol and etiquette on a global scale. Features of conducting business negotiations in conditions of different cultures.

Topic 3.The main parameters of culture. Features of national cultures

Cross-cultural communications and factors influencing them. Ethical aspects of intercultural communications. Ethnocentrism, xenophobia, stereotypes and prejudices. Cross-cultural shock and typical communication mistakes. Verbal and non-verbal communications, their relationship with culture. Improving the efficiency of communications. Business protocol and etiquette on a global scale. Features of conducting business negotiations in conditions of different cultures.

Topic 4.Levels of studying culture. types of artifacts. Proclaimed values and beliefs. Basic Views

Models of cross-cultural behavior in business and types of national business cultures. Principles of the evolutionary approach of T. Parson and E. Shills. Parameters of business culture: attitude to time, attitude to nature, interpersonal relationships, attitude to information, attitude to power. G.Hofstede's concept of national and cultural differences: collectivism and individualism, high and low power distances, masculinity and femininity, uncertainty avoidance. Concepts of culture in organizational studies F. Trompenaars, E. Hall, E. Shane, R. Lewis. 5. The impact of the national business culture on the management of the company and people. Types of corporate cultures Culture and

Topic 5.Culture Analysis Models

The influence of culture on the strategy and structure of the company, models of organizational behavior, management and leadership. The approach of F. Trompenaars and Hampden-Turner to the classification of models of organizational (managerial) cultures. Egalitarian and hierarchical, formal and informal, personality-oriented and results-oriented organizational cultures

Topic 6.Russian Behavioral Stereotypes on the Scale of Values

The essence of cross-cultural conflicts and their causes. Features 6 organization of conflicts arising in the activities of international corporations in Russia and Russian companies working with foreign partners. Methods of diagnostics and analysis of conflicts. The structure of the conflict: values, relationships, information, interests. Approaches to resolving cross-cultural conflicts. Improving the efficiency of external and internal business communications carried out in the context of cross-cultural interaction. Development of cross-cultural competence skills.

Topic 7.The impact of national culture on the management system. The influence of national culture on organizational processes

Russia in the system of world cultures. National features of Russian business culture, factors that determine it. Formation of customs of business turnover during the period of transition to market relations. Modern features of business communication, characteristic of Russia. Russian management model: is there a special type of management that is effective for Russia? A Russian is a manager, a Russian is an employee. National mentality as a source of comparative advantages in the context of global competition

Topic 8. The effectiveness of intercultural negotiations: styles of organization and conduct.

Negotiations as a form of business communications. Negotiations as a universal and effective mechanism for conflict resolution. Geographical, national, confessional, regional cultural traditions that affect the effectiveness of the negotiation process. Mental differences between representatives of different types of business cultures as a factor in negotiations. Verbal and non-verbal forms of communication as important elements of business negotiations.

Topic 9.Algorithm for analysis and solution of cross-cultural conflicts. Cross culture shock

Stereotypes and communication barriers in multicultural organizations. Leadership behavior and leadership styles, decision making. Strategies of behavior in multicultural organizations. Cross-cultural skills, communication and partnership skills in a multicultural environment, openness, initiative.

Seminar plan

Seminar 1. Cross-cultural management: current trends and current problems. Interethnic Tensions and Management of Cultural Differences The need to study cross-cultural management. Its subject, goals, methods and tasks. Main directions and topical problems. The study of interethnic relations and the identification of possible hotbeds of interethnic tension. Individual differences as the basis of intergroup conflicts. Cross-cultural shock and ways to overcome it.

Issues for discussion:

1. Cross-cultural management as an academic discipline: its subject, object and tasks. The need for study.

2. Main directions and actual problems of cross-cultural management.

Seminar 2. Managing intercultural differences. Specifics of professional activity and training of managers working in situations of intercultural interaction. Global business: interpenetration and synergy of cultures.

Issues for discussion:

1. Cross-cultural shock and how to overcome it.

2. Global business: interpenetration and synergy of cultures.

Seminar 3. The concept of business culture in the international system of coordinates Problems of adequate definition and "measurement". The concept of business culture, its elements. Levels of culture: global, cluster, national, corporate. Their interaction.

Issues for discussion:

1. The concept of business culture, its elements and levels

2. Systems of values in national cultures.

Seminar 4. Heterogeneity of cultural space: dominant culture, subcultures and countercultures. The strength of culture and its determining factors. Differences in approaches to the study of culture: cultural universals and value systems depending on nationality and personality type (D. Murdoch, J. Rokeach, Allport, Vernon, Lindsay).

Issues for discussion:

1. Beliefs as a basis for cross-cultural comparisons

2. Parameters of impact on business culture: business environment factors

Seminar 5. The system of values as a determinant of behavior. Beliefs and value orientations as the basis for cross-cultural comparisons (S. Yoshimuri, W. Neumann). Classification and ranking of business cultures by type of value orientations. Cultural contrasts in the value systems of nations (on the example of American, Japanese and Arab cultures).

Issues for discussion:

1. Cultural contrasts in the system of American culture.

2. Cultural contrasts in the system of Japanese culture.

3. Cultural contrasts in the system of Arab culture

Seminar 6. Cultural differences and ethics. Parameters of impact on business culture: business environment factors (system approach according to J. Miller) and national-ethnic factor in business cultures. Concept, essence and functions of stereotypes. ethnic stereotyping. The phenomenon of ethnocentrism. Stereotyping and increasing the effectiveness of interethnic interaction.

Issues for discussion:

1.Cultural differences and ethics

2. Ethnic stereotyping.

3. The phenomenon of ethnocentrism.

Seminar 7. Parameters of national business culture and the criteria base for international comparisons Variables of national culture and their comparative analysis in business cultures of different countries. Factors influencing the formation of national culture. Social orientations and their influence on the difference between national cultures (G. Lane, J. Distefano). Basic criteria for intercultural differences (G.Hofstede, F.Trompenars).

Issues for discussion:

1. Variables of national culture and their comparative analysis in business cultures of different countries

2. Basic criteria for intercultural differences according to G. Hofstede. 3.Theory "Z" according to U.Ouchi 4.Basic criteria for intercultural differences according to F.Trompenars

Seminar 8 Problems and opportunities of synergy of national cultures (theory "Z" according to U.Ouchi). Accounting for national stereotypes in the activities of an international manager. Classification of national culture variables. The impact of the culture of the nation on the organization. Cultural Educational program of selected countries. Criteria base of international comparisons.

Issues for discussion:

5.Cultural educational program of the country

6. Accounting for national stereotypes in the activities of an international manager.

Seminar 9. Cross-cultural communication and negotiation skills in an international context Communication and interpersonal relationships. Verbal and non-verbal communications and their features in different countries.

Issues for discussion:

1. High and low context cultures.

2. Verbal and non-verbal communications and their features in different countries.

Seminar 10. Dependence of communication on the national and cultural context. Ethnic foundations and interrelations of language, thinking and culture. The role of language in interethnic communication. High and low context cultures. Business culture variables and their impact on communication. cultural noise. Training in international communications and their management.

Issues for discussion:

1. Ethnic symbols and "gift conflicts" in intercultural interaction.

2. Conditions for effective intercultural communication.

Seminar 11. Influence of culture on the negotiation process. Organization of the preparation and conduct of negotiations, taking into account the behavioral characteristics in the business cultures of various countries. Comparison of negotiating styles. Negotiation process management. Development of cultural sensitivity. National-cultural correctness.

Issues for discussion:

1. Conditions for effective intercultural communication.

2. The influence of culture on the negotiation process.

3. Negotiation models.

Seminar 12. Interaction of national and corporate cultures. Models of corporate cultures in a comparative context National culture and organization management. Organizational and national culture. Strategy, structure and culture of the organization.

Issues for discussion:

1. National and corporate cultures: interdependence and interaction

2. Classification criteria for corporate cultures

Seminar 13. National and corporate cultures: interdependence and interaction. Classification criteria for corporate cultures. Egalitarian and hierarchical cultures. Models of corporate cultures, their characteristic features and comparative analysis.

Issues for discussion:

1. Level, type of economic development and model of corporate culture: problems of demand and compliance.

2. Comparative analysis of corporate culture models

Seminar 14. Motivation and leadership styles in different countries The importance of work in different business cultures. Factors influencing the attitude to work, national characteristics. Cross-cultural comparisons of motivation models in different countries. Motivation of culturally diverse personnel. National specificity of promotion, training and retraining of personnel.

Issues for discussion:

1. The importance of work in different business cultures.

2. Factors influencing the attitude to work, national characteristics.

3. Cross-cultural comparisons of motivation models in different countries.

Seminar 15. Characteristics of national leadership styles. Western and Eastern variants of the organization of power. Differences in perceptions of status and leadership. Factors affecting the effectiveness of leadership in different cultures.

Issues for discussion:

1. National models of leadership.

2. Differences in perceptions of status and leadership.

3. Factors affecting the effectiveness of leadership in different cultures.

Seminar 16. Human resource management in the international context Interstate differences in human resource management: classification of problems. Impact of differences between countries on human resource management: institutional, cultural, economic and labor cost factors.

Issues for discussion:

1. Interstate differences in human resource management: classification of problems.

2. Impact of differences between countries on human resource management.

Seminar 17. Practiced approaches to the selection, selection, promotion and training of personnel in an international firm. compensation policy.

Issues for discussion:

1. Recognizing the value of differences and managing a diverse workforce.

2. Development of skills necessary for successful intercultural interaction.

Seminar 18. Cultural sensitivity and cross-cultural competence.

Issues for discussion:

Issues for discussion:

1. Practiced approaches to the selection, selection, promotion and training of personnel in an international firm. compensation policy.

2. Recognizing the value of differences and managing a diverse workforce.

3. Cultural sensitivity and cross-cultural competence.

5. Educational technologies.

The methodology of teaching the discipline "Cross-cultural management" and the implementation of a competency-based approach in the presentation and perception of the material provides for the use of the following active and interactive forms of conducting group, individual, classroom classes in combination with extracurricular work in order to form and develop the professional skills of students:

– lectures;

– preparation for the implementation of seminars;

– discussion of reports on the discipline;

- organization and conduct of current control of students' knowledge in the form of tests, oral survey.

6. Evaluation tools for current monitoring of progress, intermediate certification based on the results of mastering the discipline and educational and methodological support for students' independent work.

In the learning process, the following assessment forms of independent work of students, assessment tools for monitoring progress and intermediate assessments are used:

Evaluative means of current monitoring of progress include questions to control the development of discipline sections by students, reports, tests, tests.

Samples of control questions and tasks for conducting current control, questions for the test are given in the Appendix.

6.1. Fund of assessment tools for conducting intermediate certification of students in the discipline (module).

In the learning process, the following assessment forms of independent work of students, assessment tools for monitoring progress and intermediate assessments are used:

Evaluative means of monitoring progress include topics of reports, oral survey, test.

Only students who have completed all types of educational work provided for by the work program of the discipline are allowed to intermediate certification.

When performing current control, it is possible to use test material.Samples of control questions and tasks for conducting current control are given in the appendix. When implementing the undergraduate program, the organization has the right to use e-learning and distance learning technologies. All materials are placed in the LMS of the Moscow Poly (https://online.mospolytech.ru/course/view.php?id=9589).

When teaching people with disabilities, e-learning and distance learning technologies should provide for the possibility of receiving and transmitting information in forms accessible to them

6.1.1. A list of competencies indicating the stages of their formation in the process of mastering the educational program.

As a result of mastering the discipline (module), the following competence is formed:

Competency code	As a result of mastering the educational program, the student must have
UK-5	The ability to perceive the intercultural diversity of society in the socio-historical, ethical and philosophical contexts

In the process of mastering the educational program, this competence, including its individual components, is formed in stages during the development of disciplines (modules), practices by students in accordance with the curriculum and calendar schedule of the educational process.

6.1.2. Description of indicators and criteria for assessing competencies formed on the basis of the results of mastering the discipline (module), description of assessment scales

An indicator of competency assessment at various stages of their formation is the achievement by students of the planned learning outcomes in the discipline (module).

UK-5-Able to perceive the intercultural diversity of society in a socio-historical, ethical and philosophical context	
Index	**Evaluation criteria**

	2	3	four	5
Know: - the essence, structure of the intercultural diversity of society in the socio-historical, ethical and philosophical context	The student demonstrates a complete absence or insufficient understanding of the structure of the national culture and the main factors influencing its formation, the distinctive features of the leading business cultures, the diversity and specifics of the implementation of management functions in the business cultures of various countries and their impact on competitiveness.	The student demonstrates incomplete correspondence of ideas about the structure of the national culture and the main factors influencing its formation, the distinctive features of the leading business cultures, the diversity and specificity of the implementation of management functions in the business cultures of various countries and their impact on competitiveness. Significant mistakes are made, lack of knowledge is manifested, for a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates a partial understanding of the structure of the national culture and the main factors influencing its formation, the distinctive features of the leading business cultures, the diversity and specifics of the implementation of management functions in the business cultures of various countries and their impact on competitiveness. But minor errors, inaccuracies, and difficulties in analytical operations are allowed.	The student demonstrates full compliance with the understanding of the structure of the national culture and the main factors influencing its formation, the distinctive features of the leading business cultures, the diversity and specifics of the implementation of management functions in the business cultures of various countries and their impact on competitiveness.
Be able to: perceive the intercultural diversity of society in a socio-historical, ethical and philosophical context	The student does not know how or insufficiently knows how to perceive the intercultural diversity of society in a socio-historical, ethical and philosophical context	The student demonstrates incomplete correspondence of the following skills: to perceive the intercultural diversity of society in the socio-historical, ethical and philosophical context Significant mistakes are made, skills are insufficient, according to a number of indicators, the student experiences significant	The student demonstrates partial compliance with the following skills: to perceive the intercultural diversity of society in a socio-historical, ethical and philosophical context. Skills are mastered, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student demonstrates full compliance with the following skills: perceive the intercultural diversity of society in a socio-historical, ethical and philosophical context Freely operates with acquired skills, applies them in situations of increased complexity.

		difficulties in operating skills when transferring them to new situations.		
Own: - the ability to perceive the intercultural diversity of society in a socio-historical, ethical and philosophical context	The student does not possess or insufficiently possesses the methodological and methodological skills of systematic analysis of business culture and its impact on the implementation of management functions	The student owns the methodological and methodological skills of systematic analysis of business culture and its impact on the implementation of management functions. Significant mistakes are made, there is a lack of skills in a number of indicators, the student experiences significant difficulties in applying skills in new situations.	The student partially owns the methodological and methodological skills of systematic analysis of business culture and its impact on the implementation of management functions. Skills are mastered, but minor mistakes, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student fully owns the methodological and methodological skills of systematic analysis of business culture and its impact on the implementation of management functions. Freely applies acquired skills in situations of increased complexity.

Scales for assessing the results of intermediate certification and their description:

Form of intermediate attestation: test.

Intermediate attestation of students in the form of a test is carried out based on the results of the implementation of all types of educational work provided for by the curriculum for a given discipline (module), while taking into account the results of current monitoring of progress during the semester. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the intermediate certification for the discipline (module), the grade "passed" or "failed" is given.

Evaluation scale	**Description**
Passed	All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-

	standard situations can be made.
Not credited	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, the lack of knowledge, skills and abilities is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

Only students who have completed all types of academic work provided for by the work program in the discipline "Cross-cultural management" (report, test, oral survey) are allowed to intermediate certification.

The Evaluation Funds are presented in the Work Program Annex.

7. Educational, methodological and information support of the discipline "Cross-cultural management"

a) basic literature:

one*Myasoedov, S. P.*Cross-cultural management: a textbook for universities / S. P. Myasoedov, L. G. Borisova. - 3rd ed. - Moscow: Yurayt Publishing House, 2022. - 314 p. - (Higher education). - ISBN 978-5-534-02314-5. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/489087

b) additional literature:

oneTheory of intercultural communication: textbook and workshop for universities / Yu. V. Taratukhina [and others]; edited by Yu. V. Taratukhina, S. N. Bezus. - Moscow: Yurayt Publishing House, 2022. - 265 p. - (Higher education). - ISBN 978-5-534-00365-9. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/489699

in)software and Internet resources:

- Office applications, Microsoft Office 2013 (or lower) - Microsoft Open License.License No. 61984042

eight. Logistics support of discipline.

Audience for lectures and seminars of the general fund. Training tables with benches, classroom board, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

9. Guidelines for students when working on lecture notes during the lecture

Lecture - a systematic, consistent, monologue presentation by the teacher of educational material, as a rule, of a theoretical nature. When preparing a lecture, the teacher is guided by the working program of the discipline. In the course of lectures, it is recommended to keep a summary, which will later allow you to recall the studied educational material, to supplement the content during independent work with literature.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave fields in the working notes on which to make notes from the recommended literature, supplementing the material of the lecture heard, as well as emphasizing the particular importance of certain theoretical positions.

Lecture conclusions summarize the teacher's reflections on educational issues. The teacher provides a list of used and recommended sources for studying a particular topic. At the end of the lecture, students have the opportunity to ask questions to the teacher on the topic of the lecture. When lecturing on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, get acquainted with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the recommendations of the teacher and the requirements of the curriculum should be taken into account. It is also recommended to refine your lecture notes by making appropriate entries in it from the literature recommended by the teacher and provided by the curriculum. Abstracts should be prepared for presentations on all educational issues submitted to the seminar.

Since the student's activity in seminars is the subject of monitoring his progress in mastering the course, preparation for seminars requires a responsible attitude. In interactive classes, students should be active.

Guidelines for students on the organization of independent work

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. During independent work, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. To perform independent work, methodological support is provided. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

10.Methodological recommendations for the teacher

(Guidelines for making presentations)

A presentation (from the English word - presentation) is a set of color slide pictures on a specific topic, which is stored in a special format file with the PP extension. The term "presentation" (sometimes called "slide film") is associated primarily with the information and advertising functions of pictures that are designed for a certain category of viewers (users).

Multimedia computer presentation is:

- dynamic synthesis of text, image, sound;
- the most modern software interface technologies;
- interactive contact of the speaker with the demonstration material;
- mobility and compactness of information carriers and equipment;
- ability to update, supplement and adapt information;
- low cost.

Rules for the design of computer presentations

General Design Rules

Many designers argue that there are no laws and rules in design. There are tips, tricks, tips. Design, like any kind of creativity, art, like any way of some people to communicate with others, like language, like thought, will bypass any rules and laws.

However, there are certain recommendations that should be followed, at least for novice designers, until they feel the strength and confidence to create their own rules and recommendations.

Font design rules:

- Serif fonts are easier to read than sans-serif fonts;
- Capital letters are not recommended for body text.
- Font contrast can be created through: font size, font weight, style, shape, direction, and color.

- Rules for choosing colors.
- The color scheme should consist of no more than two or three colors.
- There are incompatible color combinations.
- Black color has a negative (gloomy) connotation.
- White text on a black background is hard to read (inversion is hard to read).

Presentation design guidelines

In order for the presentation to be well perceived by the audience and not cause negative emotions (subconscious or completely conscious), it is necessary to follow the rules for its design.

The presentation involves a combination of information of various types: text, graphics, musical and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining fragments of information of various types. In addition, the design and demonstration of each of the listed types of information is also subject to certain rules. So, for example, for textual information, the choice of font is important, for graphic information - brightness and color saturation, for their best joint perception, optimal relative position on the slide is necessary.

Consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- font size: 24-54 pt (headline), 18-36 pt (plain text);
- font color and background color should contrast (the text should be well read), but not hurt the eyes;
- font type: smooth sans-serif font for body text (Arial, Tahoma, Verdana), decorative font can be used for heading if it is legible;
- italics, underlining, bold, capital letters are recommended to be used only for semantic highlighting of a text fragment.

Formatting graphic information:

- drawings, photographs, diagrams are designed to supplement textual information or convey it in a more visual form;
- it is desirable to avoid drawings in the presentation that do not carry a semantic load if they are not part of the style design;
- the color of graphic images should not contrast sharply with the overall style of the slide;
- illustrations are recommended to be accompanied by explanatory text;
- if a graphic image is used as a background, then the text on this background should be well readable.

The content and location of information blocks on the slide:

- there should not be too many information blocks (3-6);
- the recommended size of one information block is no more than 1/2 of the slide size;
- it is desirable to have on the page blocks with different types of information (text, graphs, diagrams, tables, figures) that complement each other;
- keywords in the information block must be highlighted;
- information blocks should be placed horizontally, blocks related in meaning - from left to right;
- the most important information should be placed in the center of the slide;
- the logic of presenting information on slides and in the presentation should correspond to the logic of its presentation.

In addition to the correct arrangement of text blocks, one must not forget about their content - the text. In no case should it contain spelling errors. You should also take into account the general rules for formatting the text.

After creating a presentation and its design, you need to rehearse its presentation and your performance, check how the presentation will look like as a whole (on a computer screen or projection screen), how quickly and adequately it is perceived from different audience locations, under different lighting conditions, noise accompaniment, in an environment as close as possible to the real conditions of the performance.

The program is compiled in accordance with the Federal State Educational Standard of Higher Education in the field of studybachelors 38.03.02 "Management".

The program was made by:

Head of the Department "Management"

Candidate of Economics, Associate Professor / Alenina E.E. /

senior lecturer of the department "Management"

/Borodacheva L.V. /

The program was approved at a meeting of the department "Management"

August 29, 2022, Protocol No. 1

Head of the Department "Management"

k. e. Sc., Associate Professor / Alenina E.E. /

Application

The structure and content of the discipline "Cross-cultural management" in the direction of training 38.03.02 "Management" (bachelor) part-time education

n/n	Chapter		Semester week	Types of educational work, including independent student work, and labor intensity in hours					Types of independent work students						Forms of attestation	
				L	F/N	Lab	SRS	DAC	UO	To	K/R	R	DC	T	E	Z
one	Topic 1. Cross-cultural management in the context of the globalization of the world economy	3	1-2	2	2		four		+		+		+			
2	Topic 2. The concept, essence and role of national culture in international business	3	3-4	2	2		four		+		+		+			
3	Topic 3. Cross-cultural communications. Features of business communication and etiquette in different cultures	3	5-6	2	2		four		+		+		+			
four	Topic 4. Approaches to the classification of national business cultures. Parameters of cultural differences	3	7-8	2	2		four		+		+		+			
5	Topic 5. Culture and management of the organization. Nationally determined types of organizational cultures	3	9-10	2	2		four		+		+		+			
6	Topic 6. Overcoming cross-cultural conflicts in organization management	3	11-12	2	2		four		+		+		+			
7	Topic 7. Features of Russian management and business culture	3	13-14	2	2		four		+		+		+			

eig ht	Topic 8. The effectiveness of intercultural negotiations: styles of organization and conduct.	3	15-16	2	2		four		+		+		+			
9	Topic 9. Models and strategies of corporate culture. A culture of collaborative activity in a multicultural environment	3	17-18	2	2		four		+		+		+			
	Appraisal Form								9		2		one			Z
	Total hours per discipline			eigh teen	eig hte en		36									

Annex to
work program

MINISTRY OF EDUCATION AND SCIENCE OF THE RUSSIAN FEDERATION

FEDERAL STATE BUDGETARY EDUCATIONAL INSTITUTION OF HIGHER EDUCATION

"MOSCOW POLYTECHNIC UNIVERSITY"

(MOSCOW POLYTECH)

Direction of training: 38.03.02 "Management"

EP (Educational Program): "Business Process Management"

Form of study: full-time, part-time

Type of professional activity: organizational and managerial

Department of "Management"

VALUATION FUND

ON THE DISCIPLINE "CROSS-CULTURAL MANAGEMENT"

Composition: 1. Passport of the fund of appraisal funds
2. Description of evaluation tools:
questions for the test, questions for oral survey, topics of reports, assignments for tests

Compiled by:
head of the department Candidate of Economics, Assoc. Alenina E.E.
Senior teacher Borodacheva L.V.

Moscow, 2022

INDICATOR OF THE LEVEL OF FORMATION OF COMPETENCES

In the process of mastering this discipline, the student forms and demonstrates the following **Universal competencies**:					
COMPETENCES		**List of components**	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**
INDEX	**FORMULATION**				
UK-5	The ability to perceive the intercultural diversity of society in a socio-historical, ethical and philosophical context	**Know:** intercultural diversity of society in the socio-historical, ethical and philosophical context	lecture, independent work, seminars	UO K/R, DS, credit	**A basic level of** reproduction of acquired knowledge in the course of current control **Enhanced level** -is able to analyze the intercultural diversity of society in a socio-historical, ethical and philosophical context
		Be able to: - perceive the intercultural diversity of society in a socio-historical, ethical and philosophical context			
		Own: The ability to perceive the intercultural diversity of society in a socio-historical, ethical and philosophical context			

Annex 2
to work program

List of assessment tools for the discipline Cross-cultural management

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
one	Report, message (DS)	Product independent work student, which is a public on the presentation of the results of the solution of a certain educational and practical, educational and research or scientific Topics	Topics of reports, messages
2	Oral interview interview, (UO)	A means of control, organized as a special conversation between a teacher and a student on topics related to the discipline being studied, and designed to ascertain the amount of knowledge of the student in a particular section of the	Questions about topics / sections of the discipline
3	Test (K/R)	A tool for testing skills to apply the acquired knowledge to solve problems of a certain type on a topic or section	A set of control tasks by options
four	credit	The final form of knowledge assessment. In higher education institutions are held during the session.	Questions for the test

Questions for the test in the discipline "Cross-cultural management" (formation of competenceUK-5)

KNOW:

1. The essence of the concept of "culture" in the context of the tasks of "cross-cultural management".
2. The concept of values, norms and patterns of behavior.
3. Socialization and cultural identity.
4. Main features of modern Russian business culture; what is the relationship with tradition.
5. Specificity of cross-cultural interactions in the conditions of transnationalization of business culture.
6. Transformation of the functions of business culture in the conditions of the formation of the information society.
7. The main types of communication styles in intercultural communication.
8. The specificity of the "Western" and "Eastern" styles of behavior in the negotiation process.
9. The essence of the concepts of "business communication" and "business communications".
10. Features of the ratio of business dress code and status.
11. What are the principles of modern PR ethics and "media ethics" in multicultural environments?
12. What effective principles and practices of building a socially positive business image do you know?
13. Classification of business cultures by R. Lewis.
14. Characteristics of "reactive" cultures and the specifics of their interaction with other cultures.
15. Characteristics of "monoactive" cultures and the specifics of their interaction with other cultures.
16. Characteristics of "polyactive" cultures and the specifics of their interaction with other cultures.
17. National and cultural differences in the concept of F. Trompenaars.

BE ABLE TO:

18. Is it possible to find similarities between eastern and western types of business cultures; what are the differences? Expand with examples.
19. The value of cross-cultural competencies in the formation of effective management strategies in the context of modernization and innovation transformations. Expand with examples.
20. What are the basic principles of a constructive intercultural dialogue in terms of business negotiations. Expand with examples.
21. Parameters of business culture in G.Hofstede's classification.
22. The essence of the "power distance" parameter. Expand with examples.
23. The essence of the parameter "individualism / collectivism". Expand with examples.

24. The essence of the "masculine/feminine" parameter. Expand with examples.
25. The essence of the "uncertainty avoidance" parameter. Expand with examples.
26. Business culture parameter "Confucian dynamism".

OWN:

27. The main types of business negotiation tactics. Expand with examples.
28. Describe the types of verbal and non-verbal communications.
29. Basic principles of effective business communication in different cultures. Expand with examples.
30. Forms and principles of organizing optimal business communication: interactive and remote
31. Modern models and practices of leader formation that exist in the space of cross-cultural management
32. Differences between classic business etiquette and modern business communication etiquette.
33. Basic principles and norms of business ethics in international management

Students' knowledge on each issue is evaluated: "passed"; "not counted";

The mark "passed" is set,

- if exhaustive and substantiated answers to control questions are given; the ability to competently apply theoretical knowledge for practical purposes is shown; a deep and creative mastery of the main and additional literature is shown; responses were clear and concise.

- if complete, sufficiently deep and reasonable answers to questions are given, sufficiently strong practical skills are shown; deep knowledge of additional literature; the answers were not always clear and concise, thoughts and decisions were presented using special terms, concepts, categories, but they did not always follow a logical sequence.

- if basically correct answers to questions are given, but without proper justification and depth; insufficiently strong practical skills are shown; insufficient knowledge of the main literature; the answers were fuzzy, wordy; thoughts and decisions were not always presented with the correct and necessary use of special terms, concepts and categories, without proper logical sequence.

The “failed” mark is given in cases where the conditions that allow the “pass” mark are not met.

Topics of reports / messages on the discipline "Cross-cultural management"(formation of competenceUK-5)

1. Ethnocentrism in interethnic relations
2. The specifics of managing "multicultural" teams and organizations
3. The influence of national culture on the ability to develop new products
4. Protestant Ethics and Western Business Culture.
5. Islam and Eastern business culture.

6. Catholicism and its influence on the formation of Western European business culture.
7. Orthodoxy, its basic values and their reflection in Russian business culture.
8. Multiculturalism in society: good or bad?
9. Actual problems and ways of forming cross-cultural competence of managers.
10. The diversity of national cultures and interethnic conflicts in Europe o National models of the negotiation process
11. Non-verbal national and cultural features of communications in business
12. "Gift conflict" in business and ways to overcome it
13. Differences in monochrome and polychrome cultures and their use in management practice
14. National features of recruitment
15. Ethics and trust in international business
16. Cultural contrasts in the value systems of nations
17. Cross-cultural competence of the manager and tolerant attitude towards other cultures
18. Total Quality Management System Abroad and in Russia

Criteria for evaluation:

- the grade "passed" is given to the student if his performance differs in consistency, logic of presentation; he demonstrates familiarity with educational and additional literature (UK-5 - "know"), is able to select and analyze relevant information relevant to the topic of the speech (UK-5 - "be able", "own"); The speaker answers questions from the audience.

- the mark "not passed" is given to the student if the speech (report) is short, shallow, superficial. The student demonstrates knowledge, skills, skills below the threshold level in accordance with the criteria for scoring the formation of competencies given in the table in the context of the “know / be able / possess” descriptors.

Topics of the oral survey in the discipline "Cross-cultural management"(formation of competenceUK-5)

1. Basic concepts and theoretical problems of cross-cultural management
2. Economic globalization and national business cultures
3. Western and Eastern types of business cultures.
4. Typology of values and specificity of models and normative schemes
5. Russian business culture: essence, traditions, stereotypes, current state
6. Cross-cultural skills and intercultural competence: management in global business

7. The effectiveness of intercultural negotiations: styles of organization and conduct
8. The concept of corporate culture: joint activities in the political cultural environment.

Criteria for evaluation:

- the mark "passed" is given to the student if he correctly and extensively answered the questions asked (UK-5 - "know") based on educational and additional literature (UK-5 - "own"), demonstrated the ability to analyze the current state of the problem in areas of organization development management (UK-5 - "be able"), the desire to logically definitely and consistently state your answer. In this case, minor errors and inaccuracies may be made, which he can correct on his own or with correction by the teacher.

- the mark "not passed" is given to the student if he incorrectly answered the questions asked or did not answer them at all. The student demonstrated knowledge, skills, skills below the threshold level in accordance with the criteria for assessing competence given in the table.

Examinations in the discipline "Cross-cultural management"(formation of competenceUK-5)

Criteria for evaluation:

Test

1. The evolution of cross-cultural management.
2. The concepts of "culture" and "national character" in the modern theory of cross-cultural management.
3. Factors influencing the formation of the national leadership style.
4. Motivation in cross-cultural management.
5. Clustering of cultures.
6. The role of the parameter "individualism-collectivism" in accordance with the study of G. Hovstede from the point of view of modern management.
7. The role of the parameter "tolerance of uncertainty" in accordance with the study of G. Hovstede from the point of view of modern management.
8. The role of the parameter "distribution of power" in accordance with the study of G. Hovstede from the point of view of modern management.
9. The role of the parameter "masculinity-femininity" in accordance with the study of G.Hovstede from the point of view of modern management.
10. Communication in cross-cultural management. Non-verbal communication in a cross-cultural environment.
11. Barriers to the perception of foreign culture and cross-cultural adaptation.
12. Decision making and group dynamics in cross-cultural management.

13. Leadership, status and structure of the organization in cross-cultural management.

14. Cross-cultural features of negotiating with foreign partners.

15. Cross-cultural characteristics, business environment and features of doing business in the UK.

16. Cross-cultural characteristics, business environment and features of doing business in Canada.

17. Cross-cultural characteristics, business environment and features of doing business in France.

18. Cross-cultural characteristics, business environment and features of doing business in Spain.

19. Cross-cultural characteristics, business environment and features of doing business in Germany.

20. Cross-cultural characteristics, business environment and features of doing business in Japan.

21. Cross-cultural characteristics, business environment and features of doing business in India.

22. Cross-cultural characteristics, business environment and features of doing business in Latin America.

23. Cross-cultural characteristics, business environment and features of doing business in African countries.

24. Cross-cultural characteristics, business environment and features of doing business in the Arab culture.

25. Russian business culture

An example of a test task

Option 1

1. Barriers to the perception of foreign culture and cross-cultural adaptation.

2. Motivation in cross-cultural management.

3. Communication in cross-cultural management. Non-verbal communication in a cross-cultural environment.

Criteria for evaluation:

– the grade "passed" is given to the student if the answers are given to all three tasks. The student demonstrates knowledge of theoretical material, formulates specific conclusions, establishes cause-and-effect relationships, and is able to argue his point of view. At the same time, mistakes and inaccuracies may be made in the performance of tasks, but the knowledge, skills and abilities of the student correspond to the threshold level given in the table of criteria for assessing competence.

Student:

- **knows**

essence of the concept of "Cross-cultural management", goals and functions and Cross-cultural management, methods of Cross-cultural management, planning

algorithm; cross-cultural management tools; corporate standards Cross-cultural management (question 1) (UK-5 "know");

- **can**

  apply in practice the technologies of planning and implementation of Cross-cultural management (question 2) (UK-5 - "know");

- **owns**

  the skills of organizing the process of Cross-cultural management (UK-5 - "own");

  The grade "not passed" is given to the student if one or more tasks are not completed. The student demonstrates inaccurate and incomplete knowledge of legal terms, does not know how to apply them correctly, is not able to analyze the content of normative legal acts, generalize, draw conclusions for the correct answer to the questions of assignments. The student demonstrates knowledge, skills, below the threshold level in accordance with the criteria given in the table for scoring the formation of competencies in the context of the descriptors "know / be able / own".