FEDERAL STATE BUDGET EDUCATIONAL

**INSTITUTION OF HIGHER EDUCATION**

**“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

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| «APPROVED»  Dean of the Faculty of Economics, MSU  professor \_\_\_\_\_\_\_\_\_\_\_\_\_ А.А.Auzan  «\_\_\_» \_\_\_\_\_\_\_\_\_\_\_\_2021 |
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**COURSE SYLLABUS**

**Course title:**

### Cross-cultural communications

**Level of higher education:**

MASTER STUDIES

**Field of study:**

38.04.02. MANAGEMENT

**Mode of study:**

FULL-TIME

Course syllabus is considered and approved by

*the Educational and Methodological Council of the Faculty of Economics*

(minutes №\_\_\_\_\_\_\_\_\_\_, date)

Moscow 2021

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master’s degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2021 and forthcoming

1. **Place and status of the course in the structure of the Master program**

Course status: *elective*

Trimester: 5

1. **Course Prerequisites**

*This discipline is based on the knowledge and skills acquired as a result of studying following courses:*

* Foreign language – threshold level – B2+ (upper-intermediate)
* Organizational behavior
* Modern technologies and management decision-making
* Strategic management
* Creating a business
* Company management
* Strategic business development

1. **Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates**

|  |  |  |
| --- | --- | --- |
| **Competencies of graduates (codes)** | **Indicators of achievement of competencies** | **Intended learning outcomes of the course (module) associated to the required competencies of the graduates** |
| UC-6. Able to analyze and take into account the diversity of cultures in the process of intercultural interaction | UC-6.I-1. Has an idea of the essence and principles of the analysis of cultural diversity in the process of intercultural interaction | UC-6.I-1.A-1. Knows the methods of analysis and consideration of the diversity of cultures in the process of intercultural interaction |
| UC-6.I-1.K-2. Knows the norms of intercultural interaction taking into account the diversity of cultures |
| UC-6.I-2. Demonstrates the ability to analyze and take into account the diversity of cultures in the process of intercultural interaction | UC-6.I-1.A-1. Able to analyze the diversity of cultures in the process of intercultural interaction |
| UK-6.I-1.A-2. Able to build intercultural interaction taking into account the diversity of cultures |
| PC-15. Capable of participating in project activities of an organization as a leader or a team member | PC-15.I-1. Interacts effectively at various levels in the course of organization's project activities | PC-15.I-2.A-1. Able to organize work, assign responsibilities and allocate resources when implementing a project in a cross-functional group |
| PC-15.I-2.A-2. Able to communicate effectively with team members during project work |
| SPC-1. Capable of managing services and divisions in companies of various forms of ownership at different stages of the business development lifecycle, including using modern digital technologies | SPC-1.I-1. Uses and adapts management principles, methods and styles to the specifics of organizations of various different forms of ownership at different stages of the business development lifecycle | SPC-1.I-1.K-1. Knows the characteristics of organizations of various types and forms, as well as the features of their development at different stages of the business life cycle |
| SPC-1.I-1.U-1. Able to adapt existing principles, methods and management styles to the specificity of a particular organization, taking into account the stage of its development and other factors |

1. **Workload of the course by types of activity**

The workload of the discipline is \_3\_ ECTS: \_108\_ academic hours, including \_52\_ academic hours of contact work with a professor, \_56\_ academic hours of self-directed studies.

1. **Learning format**  full-time, with the use of educational platform On.Econ
2. **Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Title and brief content of sections and topics of the course (module),**  **Form of assessment for the course (module)** | **Total**  **(hours**) | Including | | | | | | |
| **Contact work (work in contact with a professor) *Types of contact work, hours*** | | | | **Student self-directed studies**  ***Types of self-directed studies, hours*** | | |
| Seminars | Group consultations | Individual consultations | **Total** | Preparation for classroom studies | Self-learning | **Total** |
| Course presentation.  Topic 1. Reading seminar. Risky business. Basic approaches to understanding and comparing cultures | 16 | 4 | 4 |  | **8** | 4 | 4 | **8** |
| Topic 2. Doing business and cultural behavior | 16 | 4 | 4 |  | **8** | 4 | 4 | **8** |
| Topic 3. Communication | 16 | 4 | 4 |  | **8** | 4 | 4 | **8** |
| Topic 4. Leadership and decision-making | 16 | 4 | 4 |  | **8** | 4 | 4 | **8** |
| Topic 5. Teams, motivation  and feedback | 16 | 4 | 4 |  | **8** | 4 | 4 | **8** |
| Topic 6. Meetings and negotiations | 16 | 4 | 4 |  | **8** | 4 | 4 | **8** |
| Midterm assessment: *Case presentation* | 12 | 4 |  |  | **4** |  | 8 | **8** |
| **Total** | **108** | **52** | | | | **56** | | |

**Brief content of the course topics**

**Topic 1. Introduction of the course. Risky business. Basic approaches to understanding and**

**comparing cultures.**

The ingredients of culture. The importance of cultural knowledge. Understanding values, attitudes & behavior. Cultural business model. The Five C’s of culture. Stereotypes & generalizations.

*Main literature:*

1. Anderson C. TED Talks: The official TED guide to public speaking: Tips and tricks for giving unforgettable speeches and presentations. – Hachette UK, 2016.
2. Pilbeam A. Working across cultures–Market Leader. – 2010.
3. Tomalin B., Nicks M. The world's business cultures and how to unlock them. – Thorogood Publishing, 2007.

*Additional literature:*

1. TED TALKS Videos: Future globalization (Jason Inch). Japan vs. China. Sinofication of cultures. Globalization 3.0. <https://youtu.be/VdO5L5uSBP4>
2. Negotiating International Business (NIB) *Negotiating International Business by Lothar Katz* <http://www.leadershipcrossroads.com/resources/books/negotiating_international_business/>
3. China. Cultural difference in business | Valerie Hoeks | TEDxHaarlem 12:18 <https://youtu.be/VMwjscSCcf0>
4. Humor and culture in international businessChris Smit | TEDxLeuven 2015 14:42 <https://youtu.be/MB6NXzGKMKg>

**Topic 2. Doing business & cultural behavior.**

Behavior profiles. Scheduled, flexible & listening cultures. Cultural differences in doing business.

*Main literature:*

1. Anderson C. TED Talks: The official TED guide to public speaking: Tips and tricks for giving unforgettable speeches and presentations. – Hachette UK, 2016.
2. Pilbeam A. Working across cultures–Market Leader. – 2010.
3. Tomalin B., Nicks M. The world's business cultures and how to unlock them. – Thorogood Publishing, 2007.

*Additional literature:*

1. TED TALKS Videos: The myth of globalization (Peter Alfandary). Cultural space. Hidden cultural shock. Cultural intelligence. <https://youtu.be/xUYNB4a8d2U>
2. Ted Talk How cross-cultural understanding can help us to see each other <https://youtu.be/XvjaIrYlkIg>

**Topic 3. Personal cultural profile. Communication.**

Business attitude. RADAR approach to cultural problem. The six personal characteristics of crosscultural sensitivity. Slang, idioms, jokes. Acronyms and initials. KISS principle. Active or passive? Empathy. Taking cultures into account. Formal or informal? Presentations. Writing emails.

*Main literature:*

1. Anderson C. TED Talks: The official TED guide to public speaking: Tips and tricks for giving unforgettable speeches and presentations. – Hachette UK, 2016.
2. Pilbeam A. Working across cultures–Market Leader. – 2010.
3. Tomalin B., Nicks M. The world's business cultures and how to unlock them. – Thorogood Publishing, 2007.

*Additional literature:*

1. TED TALKS Videos: Why will future globalization be so different? The changing face of globalization.
2. The Culture Map a framework of cultural context by Erin Meyer explained <https://youtu.be/i92yIOSiBkc>
3. Low Context vs. High Context Societies Erin Meyer <https://youtu.be/9oYfhTC9lIQ>

**Topic 4. Leadership and decision-making.**

Leadership style. Attitude to Time. Work / Life balance. Top-down or egalitarian? Company organigrams. Hierarchy. Individually driven decision-making. Maintaining status.

*Main literature:*

1. Anderson C. TED Talks: The official TED guide to public speaking: Tips and tricks for giving unforgettable speeches and presentations. – Hachette UK, 2016.
2. Pilbeam A. Working across cultures–Market Leader. – 2010.
3. Tomalin B., Nicks M. The world's business cultures and how to unlock them. – Thorogood Publishing, 2007.

*Additional literature:*

1. TED TALKS Videos: Stop managing, start leading (Hamza Khan). Traits of leaders.

**Topic 5. Teams, motivation and feedback.**

Two types of teams. Team selection. Team leadership. The process of team working. Three types of cultures in a team. Team motivation. Long-distance communication.

*Main literature:*

1. Anderson C. TED Talks: The official TED guide to public speaking: Tips and tricks for giving unforgettable speeches and presentations. – Hachette UK, 2016.
2. Pilbeam A. Working across cultures–Market Leader. – 2010.
3. Tomalin B., Nicks M. The world's business cultures and how to unlock them. – Thorogood Publishing, 2007.

*Additional literature:*

1. TED TALKS Videos: Great leadership comes only to two rules (Peter Anderton) Leadership in retrospect. Leadership principles. Leader or follower?
2. Managing cross cultural remote teamsTed Talks Ricardo Fernandez <https://youtu.be/QIoAkFpN8wQ>

**Topic 6. Meetings and negotiations.**

‘Where’, ‘who’ and ‘how’ of meetings. Meeting etiquette. Results and outcomes. Negotiating.

*Main literature:*

1. Anderson C. TED Talks: The official TED guide to public speaking: Tips and tricks for giving unforgettable speeches and presentations. – Hachette UK, 2016.
2. Pilbeam A. Working across cultures–Market Leader. – 2010.
3. Tomalin B., Nicks M. The world's business cultures and how to unlock them. – Thorogood Publishing, 2007.

*Additional literature:*

1. TED TALKS Videos: Managing cross-cultural remote teams (Ricardo Fernandez)
2. **Assessment tools to assess the course learning outcomes** 
   1. **Sample assessment tools:**

|  |  |
| --- | --- |
| **Learning outcomes of the course** | **Types of assessment tools** |
| UC-6.I-1.A-1. Knows the methods of analysis and consideration of the diversity of cultures in the process of intercultural interaction | Text analysis on 6 topics (mind maps, briefs, tasks  Thematic Glossary on 6 topics  Video Analysis on 3 topics  Country Profile Presentation  Case-study of a particular region (team work)  Case presentation |
| UC-6.I-1.K-2. Knows the norms of intercultural interaction taking into account the diversity of cultures |
| UC-6.I-1.A-1. Able to analyze the diversity of cultures in the process of intercultural interaction |
| UK-6.I-1.A-2. Able to build intercultural interaction taking into account the diversity of cultures |
| PC-15.I-2.A-1. Able to organize work, assign responsibilities and allocate resources when implementing a project in a cross-functional group |
| PC-15.I-2.A-2. Able to communicate effectively with team members during project work |
| SPC-1.I-1.K-1. Knows the characteristics of organizations of various types and forms, as well as the features of their development at different stages of the business life cycle |
| SPC-1.I-1.U-1. Able to adapt existing principles, methods and management styles to the specificity of a particular organization, taking into account the stage of its development and other factors |

* 1. **Course assessment criteria (scores):**

|  |  |
| --- | --- |
| **Types of assessment tools** | **Score** |
| Text analysis on 6 topics (mind maps, briefs, tasks) 6 x 5 | 30 |
| Thematic Glossary on 6 topics (~80 units) | 10 |
| Video Analysis on 3 topics 3x5 | 15 |
| Country Profile Presentation 5x5 | 25 |
| Case-study of a particular region (team work) | 30 |
| Case presentation | 30 |
| **Total** | **150** |

* 1. **Grade for the course is determined based on the following criteria:**

|  |  |  |
| --- | --- | --- |
| **Grade** | **Minimum score** | **Maximum score** |
| *Excellent* | 127,5 | 150,0 |
| *Good* | 97,5 | 127,0 |
| *Satisfactory* | 60,0 | 97,4 |
| *Failed* | 0,0 | 59,9 |

**Note:** in case a student’s score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): ‘a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment’.

* 1. **Typical tasks and other materials necessary to assess the learning outcomes:**

**Critical Reading:**

1. Scan the Text for: toponyms, dates, figures. Contextualize them.

2. Build a mind map of the Chapter

3. Select Thematic Glossary (15-20 units)

4. Interpret information in the boxes, graphs

5. Prepare a 2-min brief on Key learning points and Conclusion bullets

6. Make up 2-3 problematic questions for group discussion

**TED Talks Videos:**

1. Identify the focus of the talk. Develop the thesis

2. Choose the most effective rhetorical devices

3. Present the brief of the talk

***How to build a company where the best ideas win***

**Lead-in**

1. What makes a good manager? What qualities should an efficient manager possess?

2. Is it good to be a democratic manager?

3. What is the worst mistake a leader can make?

**Vocabulary pre-teach Complete the sentences with the words from the box. Explain their meaning.**

|  |
| --- |
| transparency caddie gems audacity embedded opaque hedge fund |

1. It took a lot of \_\_\_\_\_\_\_\_\_ to stand up and criticize the chairman.

2. The problem remains \_\_\_\_\_\_\_\_\_\_\_\_\_ despite explanations.

3. This plastic has the \_\_\_\_\_\_\_\_\_ of glass.

4. Managers of the first hedge funds invented ways to make money no matter which way the stock market was moving.

5. Microprocessors are \_\_\_\_\_\_\_\_ into products such as cars, traffic lights, and industrial equipment.

6. The necklace was studded with diamonds, rubies, and other \_\_\_\_\_\_\_\_.

7.He started his golf career as a \_\_\_\_\_\_\_\_\_ and turned professional in 1973.

**Raymond Dalio: How to build a company where the best ideas win** [**https://www.ted.com/talks/ray\_dalio\_how\_to\_build\_a\_company\_where\_the\_best\_ideas\_win**](https://www.ted.com/talks/ray_dalio_how_to_build_a_company_where_the_best_ideas_win)

|  |  |
| --- | --- |
|  | **Raymond Thomas Dalio** (born August 8, 1949) is an American billionaire investor and hedge fund manager, who has served as co-chief investment officer of the world's largest hedge fund, Bridgewater Associates, since 1985. He founded Bridgewater in 1975 in New York. Within ten years, it was infused with a $5 million investment from the World Bank's retirement fund. Dalio is regarded as one of the greatest innovators in the finance world, having popularized many commonly used practices. *https://en.wikipedia.org/wiki/Ray\_Dalio* |

**Watch the video and answer the questions**

1. What conclusion did Ray come to after losing a lot of money in the 1980s?

2. How have computers changed Ray’s decision-making process?

3. What is Meritocracy?

4. What is The Dot Collector? Where does Ray use it?

5. Why is The Dot Collector efficient?

6. What is one of the greatest tragedies of mankind in Ray’s opinion?

**Follow-up questions**

1. In your opinion, what are the advantages and disadvantages of the Dot Collector?

2. Would you adopt Ray’s system in your company?

* 1. **Methodological guidelines and assignment requirements:**

**Case study: strategy & approaches**

Doing business in: China, the USA, Japan, Russia

**Case Study:**

1. Select the material for the study

2. Analyze and discuss the material in groups

3. 15-min. presentation of the Case

1. **Resources**
   1. **List of main and additional literature**

**Main literature:**

1. Anderson C. TED Talks: The official TED guide to public speaking: Tips and tricks for giving unforgettable speeches and presentations. – Hachette UK, 2016.
2. Pilbeam A. Working across cultures–Market Leader. – 2010.
3. Tomalin B., Nicks M. The world's business cultures and how to unlock them. – Thorogood Publishing, 2007.

**Additional literature:**

**8.2. List of licensed software**

— Microsoft Office software package

**8.3. List of professional databases and information referral systems**

— Resources of the institutional subscription of the Faculty of Economics of Moscow State University

**8.4. List of Internet resources (if necessary)**

on.econ.msu.ru

**8.5. Description of material and technical support**

* multimedia auditorium with a projector and a computer for conducting classes;
* portal of the Faculty of Economics of Moscow State University(www.on.econ.msu.ru );
* student's access to the faculty's institutional subscription;
* the presence of a board for writing with a marker.

1. **Language of instruction:**

##### English

1. **Professor (professors):**

Kulik Lyubov Venediktovna, Nikishina Irina Yurievna

1. **Syllabus authors:**

Kulik Lyubov Venediktovna, Nikishina Irina Yurievna