



UNIWERSYTET
IM. ADAMA MICKIEWICZA
W POZNANIU

Intercultural management

Educational subject description sheet

Basic information

Study programme Kulturoznawstwo (English programme) Speciality - Organizational unit Faculty of Anthropology and Cultural Studies Study level Second-cycle programme Study form Full-time Education profile General academic		Didactic cycle 2024/25 Subject code 20KENS.21K.04428.24 Lecture languages English Course type Obligatory Block Major subjects
Subject coordinator	Jacek Sójka	
Lecturer	Jacek Sójka	
Period Semester 1	Activities and hours • Lecture: 30, Graded credit	Number of ECTS points 4

Goals

Code	Goal
C1	Students should acquire a state of the art knowledge about management and global business.
C2	Students should learn the most important theories of management and know the historical context of their creation.
C3	Students should understand cultural aspects of international business and management as well as the necessity of effective communication.
C4	Students should acquire knowledge of selected international companies and their cross-cultural operations.

Subject learning outcomes

Code	Outcomes in terms of	Learning outcomes	Examination methods
Knowledge - Student:			
W1	Has an advanced theoretical knowledge about management and global business.	KEN_K2_W01, KEN_K2_W06, KEN_K2_W12	Essay
W2	Knows theories of management and the historical context of their origins.	KEN_K2_W02, KEN_K2_W06, KEN_K2_W12	Essay
W3	Understands cultural aspects of business and management as well as importance of effective communication.	KEN_K2_W06, KEN_K2_W12	Essay
W4	Has a knowledge of selected international companies and their cross-cultural operations.	KEN_K2_W06, KEN_K2_W12	Essay
Skills - Student:			
U1	Is in a position to use acquired knowledge in the field to explain practical details of intercultural management to third parties.	KEN_K2_U01, KEN_K2_U05, KEN_K2_U12	Essay
U2	Is able to trace sources of intercultural barriers and misunderstandings.	KEN_K2_U01, KEN_K2_U05, KEN_K2_U12	Essay
U3	Is able to make independently cross-cultural comparisons of selected countries or regions.	KEN_K2_U02, KEN_K2_U03, KEN_K2_U12	Essay
Social competences - Student:			
K1	Should be able to represent his/her organisation abroad.	KEN_K2_K01, KEN_K2_K03, KEN_K2_K12	Essay
K2	Should be in a position to design and conduct a training session for employees of an organization.	KEN_K2_K01, KEN_K2_K03, KEN_K2_K05, KEN_K2_K12	Essay

Study content

No.	Course content	Subject learning outcomes	Activities
1.	Introduction to the field: the meaning of the term 'management', who are managers? Management as practice and as theory	W1, W3	Lecture
2.	Fordism and its 'universal' application. Taylorism as a philosophy of assembly line and its 'scientific' approach to management	W2, W4	Lecture
3.	Fast food restaurants and today's application of scientific management. Burger King and 'back to the floor' experience of an executive	W1, W4, U2	Lecture

No.	Course content	Subject learning outcomes	Activities
4.	Human relations school, behavioural theories and the human face of management. Sociological and psychological contribution to management theory	W2, W3, U2	Lecture
5.	The notion of culture. Cultures and organizations. Geert Hofstede's research and theory	W3, U3, K2	Lecture
6.	Cultural diversity and global business. Fons Trompenaars and his 7 dimensions of culture	W3, U2, U3, K2	Lecture
7.	Shire Beds Ltd. – a case study. Women as leaders and managers. Intercultural dimension of gender issues	W4, U2, U3, K2	Lecture
8.	Intercultural communication. Models of communication, the meaning of intercultural communication, barriers and competences	W1, W3, U1	Lecture
9.	Intercultural management – basic concepts, best known theories, most representative examples	W1, W3, U2, K1	Lecture
10.	Nestlé – a case study. Organizational learning, effective communication across cultures, core values and corporate identity	W4, U1, K2	Lecture
11.	Sagatiba – intercultural marketing practices. Making a product cross-cultural	W4, U1, K1	Lecture
12.	„Doing business in...” The case of Vietnam	W3, U2, K1	Lecture
13.	A summary of the course	W1, U1, K1	Lecture

Additional information

Activities	Teaching and learning methods and activities
Lecture	Lecture with a multimedia presentation of selected issues, Conversation lecture, Problem-based lecture, Work with text, Case study

Activities	Credit conditions
Lecture	<p>Very good (bdb; 5,0): Very good level of required knowledge as determined by assessment of an essay.</p> <p>Good plus (+db; 4,5): Good plus level of required knowledge as determined by assessment of an essay.</p> <p>Good (db; 4,0): Good level of required knowledge as determined by assessment of an essay.</p> <p>Satisfactory plus (+dst; 3,5): Satisfactory plus level of required knowledge as determined by assessment of an essay.</p> <p>Satisfactory (dst; 3,0): Satisfactory level of required knowledge as determined by assessment of an essay.</p> <p>Unsatisfactory (ndst; 2,0): Unsatisfactory level of required knowledge as determined by assessment of an essay.</p>

Literature

Obligatory

1. F. Trompenaars, C. Hampden-Turner, Riding the waves of culture. Understanding cultural diversity in global business. McGraw-Hill 1998 (selected parts)
2. E.A. Tuleja, Intercultural Communication for Global Business. Routledge 2022 (selected parts)

Optional

1. M.-J. Browaeys, R. Price, Understanding cross-cultural management. Second edition. Pearson 2011 (selected parts)
2. G. Hofstede, Cultures and organizations. Software of mind. McGraw-Hill 1997 (selected parts)

Calculation of ECTS points

Activities	Activity hours*
Lecture	30
Reading the indicated literature	30
Preparation for classes	20
Semester paper preparation	40
Student workload	Hours 120
Number of ECTS points	ECTS 4

* academic hour = 45 minutes

Efekty uczenia się dla kierunku

Kod	Treść
KEN_K2_K01	The graduate is ready to further expand the cultural competences of a contemporary human being in the conditions of intercultural communication, meeting of various traditions and ways of living
KEN_K2_K03	The graduate is ready to actively and critically participate in negotiating cultural conflicts: social, ethnic, religious ones, etc.
KEN_K2_K05	The graduate is ready to coordinate the work of various groups, and consciously assume the role of the initiator of their activities and the responsibility that comes with it
KEN_K2_K12	The graduate is ready to identify and resolve in a correct and in-depth manner the dilemmas concerning business ethics, understanding the need to take into account cultural differences in the management of enterprises and other organisations
KEN_K2_U01	The graduate can integrate, critically interpret and creatively use theoretical conceptualisations and research approaches appropriate for cultural studies in atypical professional situations
KEN_K2_U02	The graduate can determine the meanings, social impact and location of cultural products in the historical-cultural process, using appropriate methods of analysis and interpretation
KEN_K2_U03	The graduate can independently carry out research on the problem they have formulated themselves at the stages of: selection of methods and research tools, elaboration and presentation of the results
KEN_K2_U05	The graduate can use the information on the work of contemporary cultural organisations and institutions in Poland and abroad, start cooperation with them that would allow to propose new cultural initiatives and projects
KEN_K2_U12	The graduate can independently search, analyse, evaluate, select and use information on ethical and cultural aspects of business activities, using traditional and modern sources of knowledge
KEN_K2_W01	The graduate knows and understands theoretical cultural concepts at an advanced level and uses them in the interdisciplinary perspective
KEN_K2_W02	The graduate knows and understands terminology and concepts concerning relations and processes occurring in culture, which the graduate is able to apply to describe cultural practices
KEN_K2_W06	The graduate knows and understands changes occurring in contemporary cultural life, as well as terminological and conceptual tools necessary to recognize, analyze and interpret new cultural practices
KEN_K2_W12	The graduate knows and understands in-depth knowledge of historical and contemporary concepts concerning ethical and cultural aspects of economy, business functioning and management of economic entities, cultural institutions and other organisations