

## Subject card

|                                             |                                                                                                                                                                                       |                                                          |                                         |                                     |                        |            |     |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------|-------------------------------------|------------------------|------------|-----|
| Subject name and code                       | Cross-cultural Management, PG_00180424                                                                                                                                                |                                                          |                                         |                                     |                        |            |     |
| Field of study                              | Finance and Accounting, Informatics and Econometrics, Management                                                                                                                      |                                                          |                                         |                                     |                        |            |     |
| Date of commencement of studies             | October 2025                                                                                                                                                                          |                                                          | Academic year of realisation of subject |                                     | 2025/2026              |            |     |
| Education level                             | Master's studies                                                                                                                                                                      |                                                          | Subject group                           |                                     | Optional subject group |            |     |
| Mode of study                               | full-time studies                                                                                                                                                                     |                                                          | Mode of delivery                        |                                     | at the university      |            |     |
| Year of study                               | 1                                                                                                                                                                                     |                                                          | Language of instruction                 |                                     | English                |            |     |
| Semester of study                           | 1                                                                                                                                                                                     |                                                          | ECTS credits                            |                                     | 2.0                    |            |     |
| Learning profile                            | academic                                                                                                                                                                              |                                                          | Assessment form                         |                                     | credit                 |            |     |
| Conducting unit                             | Department of Organisational Behaviour -> Faculty of Management -> Rector                                                                                                             |                                                          |                                         |                                     |                        |            |     |
| Name and surname of lecturer (lecturers)    | Subject supervisor                                                                                                                                                                    |                                                          | dr Sylwia Białas                        |                                     |                        |            |     |
|                                             | Teachers                                                                                                                                                                              |                                                          |                                         |                                     |                        |            |     |
| Lesson types                                | Lesson type                                                                                                                                                                           | Lecture                                                  | Tutorial                                | Laboratory                          | Project                | Seminar    | SUM |
|                                             | Number of study hours                                                                                                                                                                 | 15.0                                                     | 0.0                                     | 0.0                                 | 0.0                    | 0.0        | 15  |
|                                             | E-learning hours included: 0.0                                                                                                                                                        |                                                          |                                         |                                     |                        |            |     |
| Learning activity and number of study hours | Learning activity                                                                                                                                                                     | Participation in didactic classes included in study plan |                                         | Participation in consultation hours |                        | Self-study | SUM |
|                                             | Number of study hours                                                                                                                                                                 | 15                                                       |                                         | 1.0                                 |                        | 34.0       | 50  |
| Subject objectives                          | The course aims to deepen students understanding of how cultural differences influence management and to develop skills in analyzing and making decisions in cross-cultural contexts. |                                                          |                                         |                                     |                        |            |     |

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                   |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Learning outcomes               | Course outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Subject outcome                                                                                                                                                                                                                                                                                                                                                                                                          | Method of verification                                                            |
|                                 | [IiEMU2_W02] The student comprehends advanced theoretical and practical concepts in econometrics, informatics, or statistics, which are essential for a deeper understanding of economic and social phenomena.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | The student understands the relevance of cultural context in analyzing socio-economic phenomena and interpreting data in international research.                                                                                                                                                                                                                                                                         | [SW4] test/exam - oral or written                                                 |
|                                 | [IiEMU2_U07] Students can prepare detailed written papers, presentations, and oral speeches on econometrics, informatics, or statistics issues.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | The student is able to prepare a case-based analysis related to cross-cultural management and deliver a presentation on the impact of cultural differences on organizational behavior.                                                                                                                                                                                                                                   | [SU2] presentation/project/paper/report<br>[SU4] test/exam - oral or written      |
|                                 | [FiRMU2_W02] The student possesses a comprehensive understanding of the complexities and functions of both domestic and international financial markets, as well as financial instruments and institutions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | The student understands how cultural differences affect communication and decision-making in international financial environments.                                                                                                                                                                                                                                                                                       | [SW4] test/exam - oral or written<br>[SW1] oral statement/conversation/discussion |
|                                 | [FiRMU2_U07] Students can create detailed written papers, including reviews, analyses, or research papers, along with presentations and oral speeches on finance and accounting topics.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | The student can identify cultural determinants of financial decision-making and analyze their impact on the functioning of international financial institutions.                                                                                                                                                                                                                                                         | [SU4] test/exam - oral or written                                                 |
|                                 | [ZARZMU2_U07] Students can create detailed written papers, including reviews, analyses, or research, along with presentations and oral discussions on management topics.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | The student is able to prepare a written report and presentation on selected cross-cultural management issues and propose practical recommendations.                                                                                                                                                                                                                                                                     | [SU2] presentation/project/paper/report<br>[SU4] test/exam - oral or written      |
|                                 | [ZARZMU2_W02] The student has an in-depth knowledge and understanding of various organizations, including their complexities, functional areas, internal processes, and their interactions with the environment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | The student understands how cultural differences influence different types organizational, leadership styles, management structures, and team effectiveness.                                                                                                                                                                                                                                                             | [SW4] test/exam - oral or written<br>[SW2] presentation/project/paper/report      |
| Subject contents                | <ol style="list-style-type: none"> <li>1. Introduction to cross-cultural management</li> <li>2. Cultural dimensions and cultural clusters (Hofstede, Trompenaars, GLOBE)</li> <li>3. Cross-cultural communication</li> <li>4. Negotiation and decision-making in a cultural context differences in approaches to conflict, compromise, and hierarchy</li> <li>5. Stereotypes, prejudice, and ethnocentrism</li> <li>6. Cross-cultural leadership</li> <li>7. Managing international teams</li> <li>8. Challenges and best practices in multicultural work environments</li> <li>9. Cultural intelligence (CQ)</li> <li>10. Applying cross-cultural knowledge in managerial practice</li> </ol> |                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                   |
| Prerequisites and co-requisites |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                   |
| Assessment methods and criteria | Subject passing criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Passing threshold                                                                                                                                                                                                                                                                                                                                                                                                        | Percentage of the final grade                                                     |
|                                 | Presentation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 51.0%                                                                                                                                                                                                                                                                                                                                                                                                                    | 40.0%                                                                             |
|                                 | Written test (multiple choice and open questions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 51.0%                                                                                                                                                                                                                                                                                                                                                                                                                    | 60.0%                                                                             |
| Recommended reading             | Basic literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Browaeys, M. J., Price, R. (2019). Understanding Cross-Cultural Management (4th ed.). Pearson.</p> <p>Moran, R. T., Harris, P. R., Stripp, W. G. (2011). Managing Cultural Differences: Global Leadership Strategies for Cross-Cultural Business Success (8th ed.). Routledge.</p> <p>Meyer, E. (2020). The Culture Map: Breaking Through the Invisible Boundaries of Global Business. MT Biznes / PublicAffairs.</p> |                                                                                   |

|                                                                |                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                | Supplementary literature                                                                                                                                                                                                                                             | <p>Hofstede, G., Hofstede, G. J., Minkov, M. (2010). Cultures and Organizations: Software of the Mind. McGraw-Hill.</p> <p>Trompenaars, F., Hampden-Turner, C. (2012). Riding the Waves of Culture: Understanding Diversity in Global Business. Nicholas Brealey.</p> <p>Thomas, D. C., Inkson, K. (2017). Cultural Intelligence: Surviving and Thriving in the Global Village (3rd ed.). Berrett-Koehler.</p> |
|                                                                | eResources addresses                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                |
| Example issues/<br>example questions/<br>tasks being completed | <p>How do cultural differences impact business negotiation processes?</p> <p>How Hofstede's cultural dimensions influence management styles across countries?</p> <p>How do stereotypes affect decision-making and collaboration in international organizations?</p> |                                                                                                                                                                                                                                                                                                                                                                                                                |
| Work placement                                                 | Not applicable                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                |

Document generated electronically. Does not require a seal or signature.