

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
VASYL STEFANYK CARPATHIAN NATIONAL UNIVERSITY



Faculty of Economics

Department of Management and Marketing

SYLLABUS OF THE DISCIPLINE

CROSS-CULTURAL MANAGEMENT

Level of higher education – second (master's)

Educational program Management of organizations and administration

Specialty D3 Management

Area of knowledge D Business, administration and law

Approved at the conference of the department
The protocol N5 on February 19, 2026

Ivano-Frankivsk – 2026 p.

1. General information	
Title of the discipline	CROSS-CULTURAL MANAGEMENT
Lecturer	Tkach Oleg, Doc. Of Economy, Prof.
Lecturers contact number	+3803425960543
Lecturers E-mail	oleg.tkach@cnu.edu.ua
Discipline format	Full-time
Amount of credits	3 ЄKTC, 90 h.
Link to the distance learning site	https://d-learn.pnu.edu.ua/
Consultations	In-person consultations: according to the consultation schedule
2. Annotation to the course	
<p>The selective course "Cross-Cultural Management" is an important educational component for the preparation of students majoring in D3 Management in today's global world. Strengthening the processes of internationalization, integration and competition contribute to the fact that global business continues to grow rapidly, thus integrating the activities of people from different cultures. Modern marketers must understand and know how culture affects consumer motivation in different countries and consumption patterns, how culture affects organizational structures and the effectiveness of teamwork, how to create effective communication and sales channels to avoid conflicts and misunderstandings between business parties. -interactions, reduce the level of asymmetry of information, find compromises in pre-contractual, contractual and post-contractual processes and clearly comply with the terms of signed agreements. Regardless of the cultural content in the management of organizations and marketing activities, all strategic plans can remain only plans.</p>	
3. The purpose and objectives of the course	
<p>The purpose of teaching the discipline "Cross-Cultural Management" is to form in future marketers a system of theoretical knowledge and practical skills on the characteristics and needs of consumers belonging to different cultures, as well as the subjective component of culture (myths, traditions, customs, habits and values).), which affects their behaviour, which will allow future professionals to change the offer of goods / services, adapt information, tools and sources of its dissemination in order to maximize the consumer value of goods / services and customer satisfaction.</p> <p>Tasks of the discipline: - study of basic concepts, systems and algorithms of cross-cultural management; - coverage of theoretical and methodological and applied aspects of cross-cultural management; - formation of students' practical skills and abilities to apply methods and mechanisms of cross-cultural management; - preparing students to work in a multicultural environment of modern business</p> <p>As a result of studying the discipline students should know: - the content of modern theories of cross-cultural management; - methods of making strategic decisions in a cross-cultural environment; - classifications of national business cultures and their measurements. should be able to: - apply theories of cross-cultural management to analyze situations that arise in multinational teams; - take into account the cross-cultural aspect in the implementation of business cooperation with foreign business partners; - to determine the types of national business cultures and take into account their features to increase the efficiency of the organization in the context of economic globalization.</p>	
4. Learning outcomes (competencies)	

Program competencies

- IC. Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation under uncertain conditions and requirements.
- GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).
- GC 3. Skills of using of information and communication technologies.
- GC 4. Ability to motivate people and move towards a common goal.
- GC 5. Ability to act on the basis of ethical considerations (motives).
- SC 3. Ability for self-development, lifelong learning and effective self-management.
- SC 5. Ability to create and organize effective communications in the management process.
- SC 6. Ability to form leadership qualities and demonstrate them in the process of managing people.

Learning outcomes

- SC 8. Ability to use psychological technologies to work with staff.
- SC 12. Ability to develop, manage, implement and monitor the implementation of financial plans and investment portfolios, to ensure the effective implementation of projects for the development of organizations and communities.
- SC 13. Ability to adapt to different areas of business activity of organizations in terms of functioning in a changing environment, taking into account local and regional communities.
- PRR 4. Substantiate and manage projects, generate business ideas.
- PRR 9. Be able to communicate in professional and scientific circles in the state and foreign languages.
- PRR 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.
- PRR 11. To provide personal professional development and planning of own time.
- PRR 15. To be able to apply management decisions for the purpose of realization of projects of development of the organizations and communities on the basis of investment designing and financial planning.
- PRR 16. Be able to develop, adapt and apply a system of management methods and tools in organizations in close cooperation and cooperation with local communities, local governments and public authorities to ensure synergies and sustainable development of the region.

5. Organization of course learning

Total mount – 90 h

Type of lesson	Загальна кількість годин
lectures	16
practical classes	14
individual work	60

Signs of academic discipline

Semester	Specialty	Course (year of study)	Normative / selectiv
III	D3 Management	II	selectiv

Subject of the academic discipline

Theme, plan	Number of hours		
	lecture	practical (seminar) lesson	independent work
Topic 1. The essence and significance of culture in international business. The concept of culture and levels of cultural programming. Classification of crop parameters. Typical reactions to unfamiliar cultures. The main typologies of business culture by F. Trompenaars, R. Lewis, E. Hall.	2/-	1/1	6/10
Topic 2. Values, attitudes, behaviour: intercultural diversity. Fundamentals of cultural orientation of society: Values. Attitude. The influence of culture on people's behaviour. Aspects of the value orientation of society: Perception. Attitude to the world around. Relationships. Activity. Perception of time and space. Human perception. Attitude to the world around.	2/1	2/1	8/10

<p>Topic 3. Intercultural business communication. The subject of cross-cultural management. Problems of intercultural communication. Causes of intercultural conflicts and ways to overcome them. Aspects of understanding messages in different cultures. Business management at the intersection of cultures and the problem of cultural capital of the company. Communications in the international team</p>	2/-	2/1	8/10
<p>Topic 4. Theory of cultural dimensions G. Hofstede Dimensions of culture by G. Hofstede and GLOBE. Distance from power (high-low). Isolation (individualism-collectivism). Assertiveness (masculinity-femininity). Avoidance of uncertainty (rejection of uncertainty). Strategic thinking (short-term-long-term orientation). Assumptions (indulgence)</p>	2/1	2/1	8/10
<p>Topic 5. Cross-cultural analysis in international marketing. Tasks and methodology of cross-cultural analysis in international marketing. Cross-cultural analysis of advertising communications taking into account national-cultural and legal factors. Comparative characteristics of business cultures, consumers and features of communications in the countries of North America, Asia, Europe and Ukraine</p>	2/-	2/-	8/10
<p>Topic 6. Culture and management styles in international organizations Management and cultural values. Cultural differences and management styles. Persuasion as the cause of potential problems at work. Cultural parameters of industrial relations. Reactions of different cultures to established statements.</p>	2/1	1/-	8/10
<p>Topic 7. Cultural differences in organizations Cultural parameters of organizational behavior and their characteristics Cultural archetypes of organizations. Models of management culture. Strategies for recognizing the culture of the organization. Strategies for managing cultural diversity. Perception and management of the impact of cultural diversity of the organization. The impact of cultures on the effectiveness of the group.</p>	2/-	2/1	6/10
<p>Topic 8. Cross-cultural aspects of international negotiations Features of international negotiations. Tactics of negotiations with foreign partners. Features of negotiations with representatives of Eastern and Western countries. Models of behaviour in negotiations. Success factors of intercultural negotiations. The difference in the patterns of behaviour of partners depending on the stages of negotiations.</p>	2/1	2/1	8/10
Together	16/4	14/6	60/80
6. Academic discipline assessment system			

<p>General system of assessment of academic discipline</p>	<p>The system for evaluating the knowledge of students in the academic discipline includes current and semester control of knowledge. Current control is carried out during classroom classes and is aimed at checking the knowledge of applicants on certain topics of the academic discipline and their level of preparation (oral answers, reports, discussions, solving practical situations (problems), testing, control papers).</p> <p>The grades received by the winners are published in electronic academic journals on a 100-point scale.</p> <p>Accumulation of points by a student while studying a discipline is carried out in the following ratio:</p> <ul style="list-style-type: none"> - current assessment – 80 points; - independent work - 20 points. <p>Semester control in the form of credit assumes that the final grade (on a one-point scale) for the academic discipline is determined by the cumulative total as the sum of the grades for the current assessment and independent work according to their distribution in the electronic journal.</p> <p>The final grade is given at the last practical (seminar) session.</p> <p>The results of the assessment are entered into the electronic examination information of the education seekers.</p> <p>Evaluation of educational achievements of higher education students in all types of educational work is carried out according to the stobal scale and is translated into the national scale and the ECTS scale according to the scheme:</p>
	<p>Passed - "excellent" (90-100 points) - (A - on the ECTS scale) - the winner demonstrates full and deep knowledge of the educational material, a reliable level of development of skills and abilities, correct and justified formulation of practical conclusions, provides a fully justified solution of examples and problems, analyzes cause-and-effect relationships; is fluent in scientific terms;</p> <p>Passed - "good" (70-89 points) (according to the ECTS scale: 80-89 - B; 70-79 - C) - the student demonstrates full knowledge of the educational material, but allows minor omissions of the actual material, knows how to apply it to solving specific examples and problems, in some cases vaguely formulates generally correct answers, makes some insignificant mistakes and inaccuracies in the solutions;</p> <p>Passed - "satisfactory" 50-69 points (according to the ECTS scale: 60-69 - D; 50-59 - E) - the student possesses most of the actual material, but does not present it sufficiently consistently and logically, allows significant omissions in the answer, does not always know how to correctly apply the acquired knowledge to solving specific examples and problems, vaguely and sometimes incorrectly formulates the main statements and causal relationships;</p> <p>Uncredited (less than 50 points) (on the ECTS scale: 26-49 – FX; 1-25 – F) – the applicant does not possess a sufficient level of the necessary knowledge, abilities, skills, scientific terms.</p> <p>Obtaining additional points by discipline is possible in the case of individual tasks previously agreed with the teacher. Also, according to the decision of the department, additional points may be awarded to students who participated in conferences, student scientific circles and problem groups, preparation of publications), as well as participated in Olympiads, competitions (see "Procedure for organizing and evaluating the success of students of higher education of Vasyl Stefanyk Prykarpattia National University", URL: https://surl.li/wmmuhb; "Regulations on the organization of educational process and development of basic documents on the organization of the educational process at Vasyl Stefanyk Prykarpattia National University" URL: https://surl.li/dxovqb).</p>
<p>Requirements for written work</p>	<p>The applicant performs control tasks, the main purpose of which is to check the degree of assimilation of the theoretical provisions of the course by the applicants. In the absence of the applicant when writing the test, he is given the opportunity to perform this type of work within the limits of individual and advisory work with the teacher or within the limits of a relevant practical (seminar) class determined by the teacher.</p>

Practical (seminar) classes	<p>Practical (seminar) classes are held with the aim of forming students' abilities and skills in the subject, solving formulated tasks, checking and evaluating them. In terms of purpose and structure, practical (seminar) classes are a chain that connects theoretical learning and practical skills in the discipline, and also provides for preliminary control of the knowledge of the students.</p>
Independent work	<p>The total amount of hours of independent work of the applicant allocated to the study of the discipline "Cross-cultural management" is 60 hours.</p> <p>The educational material of the discipline, which is intended for assimilation by the student of higher education in the process of independent work, is submitted to the final control together with the educational material that was studied during classroom training classes.</p> <p>Assessment of independent work is carried out according to a separate schedule during weeks of independent work control. The grades received by students of higher education are entered into the journal of the study group and are taken into account when determining the final grade for the academic discipline.</p>
Conditions for admission to final control	<p>The applicant can receive a maximum score of 100 points during the semester for all types of control within practical (seminar) classes and for independent work.</p>
Final control	Form of control: credit.
7. Course policy	
<p>independent performance of educational tasks, tasks of current and final control of learning outcomes (for persons with special educational needs this requirement is applied taking into account their individual needs and opportunities);</p> <ul style="list-style-type: none"> - links to sources of information in the case of the use of ideas, developments, statements, information; - providing reliable information about the results of their own educational (scientific, creative) activities, used research methods and sources of information. <p>Assimilation of the missed topic of the lecture for a good reason is checked during the final control. The omission of the lecture for a disrespectful reason is completed by the student in accordance with the requirements of the department, established at the meeting of the department (interview, abstract, etc.).</p> <p>Missed practical classes, regardless of the reason for the omission, the student works according to the schedule of consultations. Current "2" academic groups.</p>	
8. Recommended reading and other sources	

1. Капліна А. І. Крос-культурний менеджмент як інструмент організації крос-культурної взаємодії. Агросвіт. 2020. № 21. С. 49–52.
2. Капліна А., Кириченко Н. Крос-культурні аспекти управління персоналом. Ефективна економіка. 2020. Вип. 10. URL: <http://www.economy.nauka.com.ua/?op=1&z=8258>
3. Кривобок К. В., Канова О. А., Котельникова Ю. М. Проблеми розвитку крос-культурного менеджменту в міжнародному бізнесі. Український журнал прикладної економіки та техніки. 2023. Том 8. № 1. С. 202-207.
4. Орлова А. А., Немченко Т. А. Крос-культурний менеджмент в умовах цифровізації міжнародного бізнесу. ІТ екосистема: цифровізація бізнес-процесів в умовах війни : матеріали І Всеукраїнської науково-практичної інтернет- конференції, 23-24 листопада 2023 р., м. Івано-Франківськ : ЗВО «Університет Короля Данила», 2023. С. 92-93.
5. Орлова А. А. Роль цифровізації у розвитку міжкультурної ділової комунікації / А. А. Орлова. Вип. 11 (44). Кропивницький : ЦНТУ, 2024.
6. Тодорова Н. Ю. Кроскультурний менеджмент : навчальний посібник. 2009. 330 с.
7. Хмара М. П., Пилипенко Б. Г. Крос-культурний менеджмент міжнародних корпорацій. Держава та регіони. Серія: Економіка та підприємництво. 2020 р. № 6 (117). С. 20–28.
8. David C. Thomas, Mark F. Peterson. Cross-Cultural Management: Essential Concepts. 4-th Edition. 2017. 336 p.
9. Luthans Fred, Doh, Jonathan P. International management: culture, strategy, and behavior. Published by McGraw-Hill Education, New York. 2018. 692.
10. Kenneth D. Keith. Cross-Cultural Psychology: Contemporary Themes and Perspectives. 2nd Edition. 2019. 752 p.
11. Tkach Oleg. The main drivers of a company effective strategy trade tools implementation within foreign trade activity. Сталий розвиток економіки. 2023. №1(46).- С. 123-128
12. Oleg Tkach, Liubov Hryniv. EFFECTIVE EXPORT STRATEGY ISSUE FOR FOREIGN TRADE ACTIVITY OF THE DEVELOPED ECONOMY ENTERPRISES. Journal of Vasyl Stefanyk Precarpathian National University <http://journals.pnu.edu.ua> Vol. 10, No. 4(2023), 81-92. doi:10.15330/jpnu.10.4.81-92 <https://journals.pnu.edu.ua/index.php/jpnu/issue/view/339>
13. Ткач О.В. Зміст успішної стратегії ЗЕД підприємств в умовах європейських інтеграційних процесів. Актуальні проблеми розвитку економіки регіону. Вип 20. Т.1., 2024. <https://journals.pnu.edu.ua/index.php/aprde/issue/view/360/121>
14. Ткач О. УПРАВЛІННЯ КОНТРАКТНОЮ ДІЯЛЬНІСТЮ СУБ'ЄКТІВ ЗОВНІШНЬОЕКОНОМІЧНОЇ ДІЯЛЬНОСТІ В УМОВАХ РОЗВИТКУ ПРОСТОРОВО-ЕКОНОМІЧНИХ СИСТЕМ. Вісник Дніпропетровського науково-дослідного інституту судових експертиз Міністерства юстиції України. – м. Дніпро, 2022 р. С.19-26 <http://e-visnyk.dniprodis.in.ua/uk/1-05-2022>
15. Tkach Oleg. The foreign trade activity effective strategy entering into overseas markets. Науковий журнал «Вчені записки ТНУ імені В.І. Вернадського. Серія: Економіка і управління». 2023. Том 34(73). №2. – С.52-59
16. Кучера А. М., Ткач О. В. Іноземна мова (за професійним спрямуванням): навчально-методичний посібник для студентів економічних та юридичних спеціальностей. Івано-Франківськ: ІФННІОІ НУ «ОЮА», Територія друку. 2025. 56 с. (3,2 а.а.), Ткач О. В., С. 1-29, 1.7 а.а.
17. Кучера А. М., Ткач О. В. Іноземна мова (англійська): посібник для самостійної роботи з підготовки до вступу в магістратуру. Івано-Франківськ: ІФННІОІ НУ «ОЮА», Територія друку. 2025. 114 с. (6,5 а.а.), Ткач О. В., С. 1-65, 3.5 а.а.
18. Кучера А. М., Ткач О. В. Professional Legal Communication (in English) (Професійна юридична комунікація (анг. мовою)): навчально-методичний посібник з конспектом лекцій для студентів-магістрів. Івано-Франківськ: ІФННІОІ НУ «ОЮА», Територія друку. 2025. 50 с. (2,8 а.а.), Ткач О. В., С. 1-23, 1.3 а.а.
19. Ткач О. В., Кучера А. М., Бойчук А. П. Professional Business Communication. Підручник. Івано-Франківськ: Територія друку. 2025. 174 с. (10,11 а.а.). Ткач О. В., С. 1-8, 50-112, 154-160 5.01 а.а
20. Ткач О. В., Кучера А. М., Бойчук А. П. Fundamentals of Professional Business Communication. Навчальний посібник. Івано-Франківськ: Територія друку. 2025. 148 с. (8.6 а.а.), Ткач О. В., С. 1-57, 2.9 а.а

Lecturer

Oleg TKACH